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Annual Report



DOVER
NEW HAMPSHIRE
1991-1992

DOVER'S NEW PHONE NUMBER LIST

GENERAL INFO

743-6000

City Manager

743-6023

City Clerk

743-6021

Dover Industrial Development Authority

743-6043

FINANCE DEPT.

Finance/Purchasing

743-6030

Accounting

743-6005

Accounts Payable

743-6006

Tax Collector/Motor Vehicle

743-6019

Tax Assessment

743-6014

Water/Sewer Billing

743-6028

PLANNING DEPT.

Planning

743-6008

Building Inspector

743-6038

Community Development

743-6033

HEALTH/HUMAN SERVICES

Welfare

743-6035

Youth Resources

743-6045

ARENA

743-6060

FIRE-RESCUE

Emergencies only

911

For all other purposes

742-4646

PARKS & RECREATION

Guppy Pool

743-6085

Indoor Pool

743-6056

Office

743-6058

Bellamy Park

743-6084

POLICE DEPT.

Emergencies only

911

For all other purposes

742-4646

PUBLIC LIBRARY

743-6050

PUBLIC WORKS

Office

743-6070

City Garage

743-6071

Recycling and Sewer Dept.

743-6073

Treatment Plant (OMI)

742-2109

Water Department

743-6072

Pumping Station

742-8600

Cemetery

743-6075

Engineering

743-6071

**DOVER CITY COUNCIL
AND
DOVER SCHOOL BOARD
JANUARY 1, 1992 - DECEMBER 31, 1993**

N. H. STATE LIBRARY

MAY 12 1993

CONCORD, N.H.



*Left corner, Robert E. Hannan, Chairperson, School Board; Councilor Edmund J. McCabe, Jr., At-large; Councilor Parks L. Christenbury III, Ward 2; Paul Johnson, Ward 6, School Board; Robert Berry, Ward 4, School Board; William McCann, Ward 2, School Board; Councilor Gerard F. Reese, Ward 1; Councilor Rosabel Walker-Bois, At-large; and Councilor Renny Perry, Ward 5. Front Row - Mayor Howard Williams, At-large; Councilor Katherine W. Chalue, Ward 4; Councilor Otis E. Perry, Ward 6; Kathryn Parks Forbes, School Board, At-large; William Boc, School Board, Ward 1; and William D. Gillis, School Board, Ward 5, Mayor Pro-Tem Patricia Torr absent from photo.

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Auditor

Malcolm S. Greenleaf & Co., P.A. (1992)

Water and Sewer Billing

**CITY OF DOVER
CITY COUNCIL**

Howard Williams
At Large - Mayor
18 Lisa Beth Circle
742-3824

Ernest Clark, formerly Gerard Reese
Ward 1 -
2 Willand Pond Road
742-4464

Parks L. Christenbury III
Ward 2 - 1*,2,5
98 Cocheco Street
742-5761

Patricia Torr
Ward 3 - Mayor ProTem - 1,5 alt.
2 Constitution Way
749-4080

Katherine W. Chalue
Ward 4 - 2*,4
12 Mast Road 5,6 alt.
742-1656

Renny Perry
Ward 5 - 3,4*,7
37 Arch Street
749-0956

Otis E. Perry
Ward 6 - 3,8
137 County Farm Cross Road
742-2717

Edmund J. McCabe, Jr.
At Large - 2,4,6
530 Sixth Street
749-0434

Rosabel Walker-Bois
At Large 1,3*
70 Silver Street
749-4800

GENERAL GOVERNMENT

City Manager (Acting)
Scott Woodman, formerly David Wright

City Clerk
Karen L. Larson

City Attorney
Scott Woodman

Finance Director/Comptroller/Treasurer
Jeff Harrington

Purchasing Agent
Dan Kelly

Tax Assessor
Dana Dean

Tax Collector
Ann Fredette

Auditor
Melanson & Greenwood & Co., P.A. (1995)

Water and Sewer Billing

HEALTH AND WELFARE

Human Services Director
Janet Poulin

Health Officer
Beatrice Fogg

Board of Health - 3 Year Term
Dr. Thomas J. McShera
Dr. Leonard Small
Dr. Lee Spyridakis

PARKS AND RECREATION

Parks and Recreation Director
Cova Greig

Parks and Recreation Advisory Board - 3 Year Term
Ward 1: Mary Rolison (1993)
Ward 2: Edward Murphy (1993)
Ward 3: Stephen George (1993)
Ward 4: Connie Hutchins (1991)
Ward 5: James Sousane (1994)
Ward 6: Suzanne Meadows (1994) (Chair.)
At Large: Lee Calderone (1992)
At Large: Linda Heyliger (1992)
At Large: Mike Myers

Arena Director
Paul J. Chalue

Arena Commission - 5 Year Term
Raymond Bardwell (1992)
William Morgan (1994)
Thomas Northey (1996)
William F. Hopkins, Jr. (1995)
Deborah DeColfmaker (1993)
Recreation Director, Ex Officio
Cova Greig

PLANNING AND COMMUNITY DEVELOPMENT

Planning Director
William Collins

Planning Board - 3 Year Term
Ronald Cole (1994)
Joseph Etelman (1993)
Michael McDonnell (1993) Chairman
Robert Corsetti (1993)
Daniel Markey (1994)
Lionel Martel (1994)
Public Works Director (Ex Officio) Jim Richards
City Manager (Ex Officio) Scott Woodman
Parks Christenbury, Council Representative, Ex Officio

Planning Board Alternates
Kendra Maroon (1993)
Vacancy

Building Inspector

Thomas L. Clark

Electrical Inspector

Theodore Evans

Plumbing Inspector

Thomas Forbes

Community Development Coordinator

Bill Collins

PUBLIC LIBRARY**Library Director**

Donald K. Mullen

Library Board of Trustees

Valerie Bloom (1993)

Arthur Dubois (1996)

Barbara Grimes (1995)

Ann Grimes-Etlemann (1996)

Robert Marston (1996)

PUBLIC SAFETY**Fire Chief**

David Bibber

Police Chief

William Fenniman

PUBLIC WORKS AND WATER**Public Works Director**

James A. Richards

Superintendent of Public Works & Water

Pierre Lavoie

Superintendent of Pine Hill Cemetery

Nancy Gagne

Cemetery Board of Trustees - 3 Year Term

Belinda Campbell (1993)

William Kincaid (1993)

Grover Tasker (1994)

Russell Newell (1993)

Vacancy

City Engineer

Paul Vlasich

BOARDS AND COMMISSIONS**Conservation Commission - 3 Year Term**

Michael L. Hearn (1993)

Christopher Sheridan (1993)

Mike McDonnell (1991)

Margaret G. McLaughlin (1993)
 Mariana Grimes (1994)
 Nell Waddell Neal (1994)
 Christina Wilson (1992)

Dover Utilities Commission - 3 Year Term

Jay Stephens (1994)
 Roland Belhumeur (1994)
 Daniel Ayer (1994)
 Robert DiMambro (1994)
 Franklin Torr (1994)
 Ron Weedon (1994)
 Pete Lavoie

Dover Housing Authority - 5 Year Term

Jack Buckley, Executive Director
 Seymour Osman (1994)
 Marge Briand (1995)
 John Guy (1994)
 Alan B. Krans (1997)
 John McCooley (1993)

Dover Industrial Development Authority - 3 Year Term

George Gauthier (1994)
 Seymour Osman (1993)
 David Wilson (1992)
 Robert Haley (1992)
 Raymond Martineau (1993)
 Hamilton Krans, Jr. (1994)
 George Maglaras (1994)
 City Manager, Paul Beecher
 Mayor Howard Williams

Economic Commission - 3 Year Term

Alan Crowell (1993)
 Vacancy (1993)
 Kerri Forbes (1992)
 Robert Mairs (1992)
 Carol Salava (1995)

Economic Loan Commission -

Jeremiah Carberry (1993)
 Joseph Sarno (1992)
 Steve Wood (1994)

Licensing Board

Mayor Howard Williams
 Police Chief William Fenniman
 Edward L. Morin

Parking Commission

Steve Goren (1995)
 Dan Dugal (1994)
 Bill Collins
 William Fenniman
 Renny Perry
 Jim Richards
 Mayor Howard Williams

Personnel Advisory Board - 3 Year Term

Robert Duvall (1995)
Thomas Hardiman (1995)
Robert Weisner (1995)

Solid Waste Advisory Committee (Citizens) - 2 Year Term

Gary Gilmore (1993)
Earl Goodwin (1993)
Arthur Grimes (1993)
James McAdams (1993)
Brian Stern (1993)
Chris Wyskiel (1993)

Trustees of the Trust Fund

Jeremiah Carberry (1992)
David Torr (1993)

Zoning Board of Adjustment - 3 Year Term

Joyce Bowden, Chairperson (1992)
William Colbath (1994)
David Paolini (1994)
Dana Turner (1994)
Chris Jacobs (1994)
Dean Trefethen (1994) Alternate
Robert Callan (1994) Alternate
Brenda Whitmore (1994)

EDUCATION DEPARTMENT**Superintendent of Schools**

Gerald A. Daley

Business Administrator

Marie Walton

Dover School Board

Ward 1: William Boc
Ward 2: William McCann
Ward 3: Robert E. Hannan, Chairperson
Ward 4: Robert Berry
Ward 5: William D. Gillis
Ward 6: Paul C. Johnson
At Large: Kathryn Parks Forbes

Director of Curriculum

Murray Ingraham, Woodman Park School

School Principals

Gregory Kageleiry, Dover High
Paul Mauceri, Junior High
Cynthia Theodoras, Woodman Park
James McShane, Horne Street
John O'Connor, Garrison

Director of Maintenance (Building & Grounds)

Harvey Ham, Dover High

Director of Transportation

Neil Robinson, Garage

Head School Nurse
Eloise Marley, Woodman Park

Food Service Administrator
Joan Carll, Dover High

SUPERVISORS OF CHECKLIST

Ward 1: Catherine Spellman
Ward 2: Ann Shaheen
Ward 3: Ruth Chapman
Ward 4: Lois Duvall
Ward 5: Robert E. Marston
Ward 6: Martha Haley

CITY MANAGER'S REPORT

The 1992 fiscal year (FY92) witnessed a transition in our city administration upon the resignation of the City Manager in February of 1992. As a result, I was asked by the City Council to serve as Acting City Manager until the subsequent appointment and arrival in July of our current City Manager, Paul G. Beecher. Despite the transition between managers, I am pleased to report that the affairs of the city continued to be dealt with in a professional and responsible manner. This accomplishment was only achieved through the diligence of the City Council and the entire administrative staff. As such, I am pleased to submit the following report for the July 1, 1991 through June 30, 1992 period.

As in the two previous years, the 1992 fiscal year was a period of continued financial and environmental concern for the city. The City Council and the administration continued to make significant headway in controlling expenditures and stabilizing the tax rate. It was through the concerted efforts of the City Council and the administration in establishing the FY92 budget that the city's tax rate for the 1991 tax year (FY92) was decreased to \$48.70. A remarkable feat considering the rising costs of capital, supplies, and insurance. The success in these efforts is further reflected in the fact that for the first time in several years, the city saw a leveling off and slight decrease in the total amount of uncollected property taxes.

During the past fiscal year, the Tolend Road Landfill also continued to be a issue of not only environmental, but primarily financial concern. The City Council and administration continued to work with the other potentially responsible parties (PRP's) in an attempt to address the costs associated with the remediation plan mandated by the federal Environmental Protection Agency. Given the significant long-term financial implications for the City of Dover and the local businesses and industries named as PRP's, the City Council and administration have been actively involved in trying to convince the EPA to reexamine their costly mandate. There is no question that the cost of the cleanup of the Tolend Road



Groundbreaking Enterprise Park May 1992

(Photo Courtesy of Foster's Daily Democrat)

Landfill will continue to be an important issue for the city to deal with for many years to come.

There were also many other notable achievements which took place this past year. The construction of the wastewater treatment plant was completed and its operation was undertaken by OMI, Inc. The bag 'n tag and recycling programs continued to save the taxpayers money and have proven to be environmentally responsible. The construction of Enterprise Park and the expansion of the Library parking lot were completed utilizing the in-house expertise of our Planning and Public Works departments, along with the Engineering Division. The city-wide revaluation of property required by the State of New Hampshire was started and subsequently completed during the summer of 1992. Collective Bargaining Agreements were negotiated and settled with the units representing employees from Public Works, Parks and Recreation, and Arena departments. These Agreements did not increase the burden put upon our taxpayers, and are a credit to the unselfishness and reasonableness of these public employees.

While serving as the Acting City Manager, I also continued to serve as City Attorney in our Legal Division. During this past year, there were several significant legal matters which were dealt with. The first and most substantial case from a fiscal aspect was the matter of Kenneth Duval v. City of Dover, Charles D. Reynolds, Charles Maglaras, et.al. This case involved a claim by the plaintiff that he was falsely arrested by the defendants. While the City disputed this claim, it went to jury trial in the United States District Court in Concord and resulted in a verdict against the defendants in excess of one million dollars.

The insurance company involved in this matter on behalf of the defendants disclaimed coverage in excess of the insurance policy limit which was \$500,000. As a result, the City became embroiled in a substantial dispute amongst the plaintiff, the insurance company and ourselves as to who was responsible for making payment of this claim.

As a direct result of my action as City Attorney both before the trial of this matter and after, I was able to convince the insurance company, without having to resort to litigation against it, to accept responsibility for payment of the entire amount of the verdict. As a result, our community was protected from exposure to liability for payment of an amount of money which could ultimately have been anywhere from \$500,000 to one million dollars.

The second case was the matter of Quinlan, et.al. v. City of Dover which involved the rezoning of land in the vicinity of Routes 9 and 155 to commercial use. This action was an attempt by certain property owners to have the rezoning invalidated. The City's action was successfully defended both in the Superior and Supreme Courts, thereby paving the way for commercial development and the strengthening of our community's tax base.

The third case was entitled City of Dover v. Kimball and Allen, et.al. This case involved an action brought by the City to prevent certain property from being divided and sold without obtaining the required subdivision approval from the Planning Board. In this case, the defendants, Kimballs, had already knowingly sold a portion of their property once in violation of state law and were seeking to sell the remaining portion. A \$500 civil penalty was assessed against the defendants for the illegal subdivision; however, the Court ordered that the City had to reimburse the defendants for their attorney's fees and costs incurred by them in litigating the case based upon the alleged bad faith actions of a Planning Board member. The defendants had filed counterclaims for damages against the City based upon those actions.

The attorney's fees and costs awarded by the Superior Court were in the total

amount of \$37,000 which the City's insurance company had refused to pay. An appeal was filed with our state Supreme Court in April of 1991, and a decision was received from the Court in November, 1992, which overturned the Superior Court's order, saving the taxpayers of our community from being required to pay the \$37,000.

In closing, I would like to take this opportunity to extend my sincere appreciation to Mayor Howard Williams and the entire City Council for their continued guidance and confidence during my appointment as Acting City Manager. I would also like to acknowledge the substantial assistance and support I received from the Department Heads and the entire Administrative services of the City, especially Jan Robinson and Joanna Dowaliby, during this difficult time. The entire staff and I look forward to working with Mr. Beecher and, as always, remain committed to providing the best quality and level of service possible to the citizens of our community.

Respectfully submitted on behalf of Paul G. Beecher, City Manager

Scott E. Woodman, City Attorney



DOVER CITY COUNCIL IN A WORKSHOP SESSION
(Photo Courtesy of Foster's Daily Democrat)

ANNUAL REPORT OF CITY CLERK

The following is a report of the activities of the City Clerk's Department for the period of July 1, 1991 through June 30, 1992.

City Council:

The Clerk's office prepared the required 52 agendas for both the City Council's Regular and Workshop meetings, prepared the council minutes and posted the appropriate meeting notices. The Council adopted 33 Ordinances and 262 Resolutions (which are comprised mostly of purchasing requests).

Licenses, Permits, and Filings:

Licenses and Permits issued include: 758 Dogs, 7 Peddlers and Vendors, 64 Tag Days and Raffles, 33 Taxi (operator, cab and driver), 25 Video and Non-video machines, indexing of 585 Uniform Commercial Code Financing and Termination statements and 126 Internal Revenue Service Liens.

Vital Statistics:

Returns of Births, Deaths, and Marriages occurring in the City during this period were recorded and tabulated as follows:

	<u>1 July 90 - 30 June 91</u>	<u>1 July 91 - 30 June 92</u>
BIRTHS:	831	781
DEATHS:	383	391
MARRIAGES:	287	245

The issuing of certified copies of Vital Statistics records and recording of the same, continues to be a large portion of the duties of the City Clerk's Office, during this period the clerk's office issued 1669 births, 1794 deaths and 291 marriages.

The City Clerk's Office worked closely with the Chamber of Commerce in organizing the Inaugural Ball for the newly elected City Council and School Board. Special thanks to the Dover High Horticultural Class and the Dover Elks. The City Clerk and Deputy City Clerk have both recently completed the second of a 3 year Municipal Clerk Certification Program.

Elections:

The preparation for and supervision of elections is a duty of the City Clerk. During this period, there was a Municipal Election, and a Presidential Primary. The total number of registered voters during the November 91 Municipal Election was 11,344 and there was a 28% voter turn-out, during the February 92 Presidential Primary there was 12,818 registered voters and a 61% voter turn-out.

In June of 1992 the City Clerk's office began the process of notifying all residents that were affected by the City of Dover's redistricting. Approximately 4,000 notifications were mailed.

I would like to express my sincere thanks to all the Ward officials for their efforts.

Respectfully Submitted,

Karen L. Larson
City Clerk



Presidential Primary February 1992
Ward 5 Moderator, Dave Hendrickson
(Photo courtesy of Foster's Daily Democrat)

ARENA DEPARTMENT Annual Report FY92

During the past year, the Arena Department experienced a good season financially. Arena revenues remained constant, the cost of commodities used at the Arena were contained through frugal purchasing and the careful management of the staff. The net result was a profit for the year in excess of \$10,000.

During the year the Arena Director continued to work closely with the Arena Commission to improve the plan to reduce expenditures and increase revenues. During FY92 the Arena has continued to reduce the retained deficit in the Arena Enterprise Fund from previous years while still providing the needed maintenance and adding cost saving improvements.

The Arena staff has continued to maintain the facility in a safe and proper condition to provide the residents of Dover with one of the finest ice skating arenas in the state of New Hampshire. We not only receive compliments from our local users after they have visited other rinks, but the visiting teams always comment on how nice our facility is and that our staff keeps it clean and is always helpful. We take pride in making this arena a show piece for the City of Dover.

The Arena full-time maintenance staff of Barry Riordan and Mike Wilson bring a wide range of skills to the department and most of our projects and repairs are performed in-house, reducing the cost to the City. Arena Secretary Laura Rowe continues to administer several programs which were previously handled by the Assistant Director, whose position was eliminated in FY90. A dedicated core of part-time seasonal employees round out the staff which keeps the Arena functioning from 6:00 a.m. to 1:00 a.m., seven days a week, 9 months of the year.

Over 13,000 visited the WTSN Home Show again this year. The WTSN Home Show continues to be a major event annually at Dover Arena. The Arena held it's first annual Crafts Fair in May, which was very successful. The Arena staff will continue to attempt to bring top quality events to the Arena during the off season. This will help to keep the Arena in a self-supporting status with the City, and continue to erase the retained deficit.

During the Spring of 1992, the Arena was successful in negotiating to bring a Junior Hockey Team to Dover. This team, for 15-19 years old, will compete in the Northeast Junior Hockey League starting in September of 1992.

The Arena Department is fortunate to have a group of dedicated volunteers who serve on the Arena Commission. This commission serves in an advisory capacity and is appointed by the City Council. There are five Commissioners who serve a five year term, with one seat expiring each year. William Morgan serves as the Chairman and Thomas Northey is the Vice Chairman. Commissioner Nick Skaltsis resigned from the Commission in January of 1992 after serving for four years. Deborah DeColfmacker was appointed as a Commissioner by the City Council to a one year term to fill this vacancy. Raymond Bardwell was reappointed for a five year term. William Hopkins is the fifth Commissioner.

The Arena Commission normally meets on the third Tuesday of the month at 7:30 p.m. in the Arena Commission Room. Arena Commission meetings are open to the public. We are always interested in having suggestions from the public about the Arena operation.

In the coming year, the Arena staff will endeavor to keep the cost of operating in check, while attempting to maximize income through the various revenue producing activities within the department. This will be a greater challenge than in previous years, in light of the economy, but we must succeed.

Respectfully submitted,

Paul J. Chalue
Arena Director

ANNUAL REPORT FINANCE DEPARTMENT

Finance & Accounting Division

Investments

The city invested its funds mainly in money market accounts at qualifie banks during the fiscal year. The rates over the twelve months ranged from a high of 5.71% in July 1991 to a low of 3.25% in June 1992. This was the third year of continual decline in rates.

A recap of investment income and expense for the year in comparison to the previous seven years follows:

<u>Year</u>	<u>Interest Income</u>	<u>Interest Expense TANs</u>	<u>Net Int Income</u>
1985	\$388,654	\$219,667	68,987
1986	373,788	111,067	262,721
1987	344,742	69,941	274,801
1988	388,155	96,815	291,340
1989	488,346	92,160	396,186
1990	663,410	207,650	455,760
1991	495,363	352,457	142,906
1992	376,958	436,458	(59,500)
Incr(Decr)92-91	(\$118,405)	\$ 84,001	(\$202,406)

The decrease in investment income is due to the decline in ratesand a decrease in available funds. The increase in interest expense is attributable to larger note issuances to cover unpaid taxes. See Tax Collection section for related increase in interest revenue on uncollected property taxes.

Borrowings

The City received the FY91 CIP bond proceeds of \$2,722,500 on July 18 1991 payable over fifteen years. The proceeds fund various capital improvements throughout the City. The Net Interest Cost (NIC) for the issue was 6.575%. The City received a credit rating downgrade from Baa1 to Baa by Moody's Investors Service. The main reason for the downgrade was related to the level of uncollected taxes resulting from the slowdown in the regional economy. No further downgrades are anticipated.

The City also issued at the same time the first State guaranteed long term debt related to the new Wastewater Treatment Plant (WWTP) in the amount of \$10,500,000. The proceeds of the note were used to retire one of the Bond Anticipation Notes (BANs) of the same amount used for the construction phase. The NIC for the issue was 6.6983% and the bond is payable over twenty years.

On December 19, 1991 the City issued the second State guaranteed lon term debt related to the WWTP in the amount of \$7,300,000. The proceeds of the note were also used to retire a Bond Anticipation Note (BAN) for \$13,300,000 used for the construction phase. The NIC for the issue was 6.5746% and the bond is payable over twenty years. The balance to pay the note maturity came from increased funding for the project under the EPA grant and rollover of a portion of the note. On January 21, 1992 the City issued the rollover BAN for \$660,000 for the WWTP at 6.125% due January 19, 1993.

The City issued Tax Anticipation Notes (TANs) on July 2, 1991 for \$4,000,000

due June 29, 1992 to cover General Fund operations. \$2 Million was at a rate of 6.75% and \$2 million was at a rate of 7.9%. A Subsequent issuance of a TAN occurred on September 26, 1991 for \$3,700,000 due June 29, 1992. This note had a rate of 5.10%.

During the fiscal year it became evident that it would be necessary to carry short term debt over the end of the fiscal year. The Finance Department developed legislation to allow for borrowing against the tax lien receivable for a period of up to three years. This approach had the least impact to the taxpayer while providing the City with the necessary working capital. The bill was co-sponsored by Representative Ann Torr and Senator Jeanne Shaheen. The bill was signed into law in June of 1992. On June 22, 1992 the City issued the first Tax Lien Redemption Note for \$2,400,000 due September 30, 1993. The note had a rate of 5.125%.

On July 2, 1991 the City issued a BAN for the Dover Industrial Development Authority for the acquisition and construction of Enterprise Park on Sixth Street. The note was for \$1,000,000 due June 17, 1993 at a rate of 9.00%.

Purchasing

The Finance Department drafted a comprehensive change to the purchasing Ordinance. Many areas were clarified and authorizing dollar levels increased due to the length of time since the last adoption. The changes were as follows; the requirement for sealed bids increased from a minimum of \$1,000 to \$4,000, approval by City Council increased from a minimum of \$2,500 to \$5,000, direct purchase by departments increased from a maximum of \$500 to \$1,000. The City Council unanimously adopted the revised version after making additional input.

Accounting

During the audit of fiscal year 1992, the Accounting Division conducted research project of Sewer Fund fixed assets dating back to 1963. The project identified \$54,541,430 in sewer fixed assets, with \$44,422,391 contributed from outside sources, mainly the State and Federal governments.

In addition, \$22,326,783 in outstanding bonds and a \$16,739,226 amoun due from the State were reclassified within the financial statements to the Sewer Fund. The Sewer Fund was established as a separate fund in 1977 and has been reported in exception to generally accepted accounting principals ever since. The final fixed asset and liability amounts booked were audited and agreed to, resulting in the elimination of an audit exception in the auditor's opinion letter.

Document and Transaction Volumes

The volumes occurred during the past year with comparison to the previous three years:

<u>Fiscal Year</u>	<u>Account Transactions</u>	<u>Payable Vouchers</u>	<u>Payroll Checks</u>
1989	50,273	13,562	16,099
1990	53,493	15,580	16,717
1991	56,625	15,725	16,710
1992	65,065	15,326	16,217

TAX COLLECTION DIVISION

The Property Tax Rate for the Tax Year 1991 (FY92) was set at \$48.70 per \$1,000.00 assessed valuation by the Department of Revenue Administration.

This was a decrease of \$.80 over the previous year. The breakdown of the rate is as follows:

	<u>1991</u>	<u>1990</u>
City	\$18.11	\$19.13
County	4.49	4.24
School	26.10	26.13
Total	48.70	49.50

The total warrant issued to the Tax Collector was for \$24,229,041.85. The growth of uncollected taxes in previous years leveled off in FY92. Out of the total warrant, \$3,755,402 was still outstanding at the year's end on June 30, 1992. In addition to the amount outstanding from the 1991 levy, an additional \$2,462,908 was outstanding for 1990 and 1989.

<u>As of</u>	<u>Total Property Taxes Outstanding</u>
6/30/87	1,507,496
6/30/88	2,088,703
6/30/89	3,087,116
6/30/90	5,453,994
6/30/91	6,441,010
6/30/92	6,218,310

As a result of the higher uncollected property taxes, the City has seen increase in Interest and Penalties on taxes. For FY92 the amount was \$822,218.07. This is an increase of \$236,452 or 40% over the previous year.

Another record number of property tax liens were executed by the City of Dover on August 27, 1991 for the 1990 tax levy. A total of 1,093 liens were executed and recorded at the Strafford County Registry of Deeds.

The Tax Collector deeded five properties to the City for unpaid 1988 property taxes. The properties consisted of three condominiums and two parcels of land.

The Tax Office continued its lock box agreement with Bank of New Hampshire to help in processing mail during peak tax collection times. Duties of Tax Office staff were reallocated during the year. The Water/Sewer billing staff no longer collect Water/Sewer payments. The payments are now collected by staff not involved in the billing function. This change was made to comply with an audit recommendation.

The total number of Motor Vehicle Permits declined slightly for the year from 23,083 in FY91 to 22,988 in FY92. Revenues from the permits also declined from \$1,537,817 to \$1,482,406 respectively.

The reclamation fee, established last year, resulted in \$54,771 being transferred to a trust fund. The fund is used for recycling and disposal of vehicle waste.

The Tax Office continued as a Municipal Agent for the State of New Hampshire and issued renewal stickers for registrants. Taking advantage of the service were 10,969 residents. This service not only provides a time saving convenience to the residents but also results in additional revenue to the City.

TAX ASSESSMENT DIVISION

Revaluation

The main thrust of activity in the Assessor's Office for FY92 has been the revaluation. Property inspections began on July 1, 1991 by MMC, Inc., the firm hired to do the revaluation. The inspection phase lasted until January 1992. During this period data was collected, analyzed, and compiled in a computer database. As May 1992 approached, preliminary valuations evolved. 30% of the commercial and 90% of the residential values had been established as of May 6, 1992. Condominium, utility and the majority of the commercial/industrial values had not been completed.

As the values were completed, they were submitted for review and preliminary values were established for the valuation notices. The notices were mailed during the month of June 1992 and informal hearings were scheduled for June and into the next fiscal year. The purpose of the informal hearings was to correct any information already collected and schedule inspections for those properties that had not been inspected during the initial phase.

During the process, the Board of Tax and Land Appeals was kept up-to-date on the progress of the revaluation. This was in accordance with the order for the revaluation by the Board. The Board will also make a final review of the sales subsequent to the revaluation to determine the accuracy of the revaluation.

The City is looking forward to the installation of a Computer Assisted Mass Appraisal System (CAMA) at the beginning of the next fiscal year. The CAMA system will provide the facility to maintain and update values in the future. With the ability to deal with market fluctuations, the need for revaluations of the magnitude currently in process will be diminished.

Assessed Value

Valuations for Tax Year 1991 (FY92) changed as follows:

	<u>Tax Year 91</u>	<u>Tax Year 90</u>
Gross Value	\$504,598,565	\$503,901,165
Blind & Elderly Exemptions	(2,895,000)	(3,325,000)
Net Value	\$501,703,565	\$500,576,165

This represents a net increase of \$1,127,400 or 0.22%.

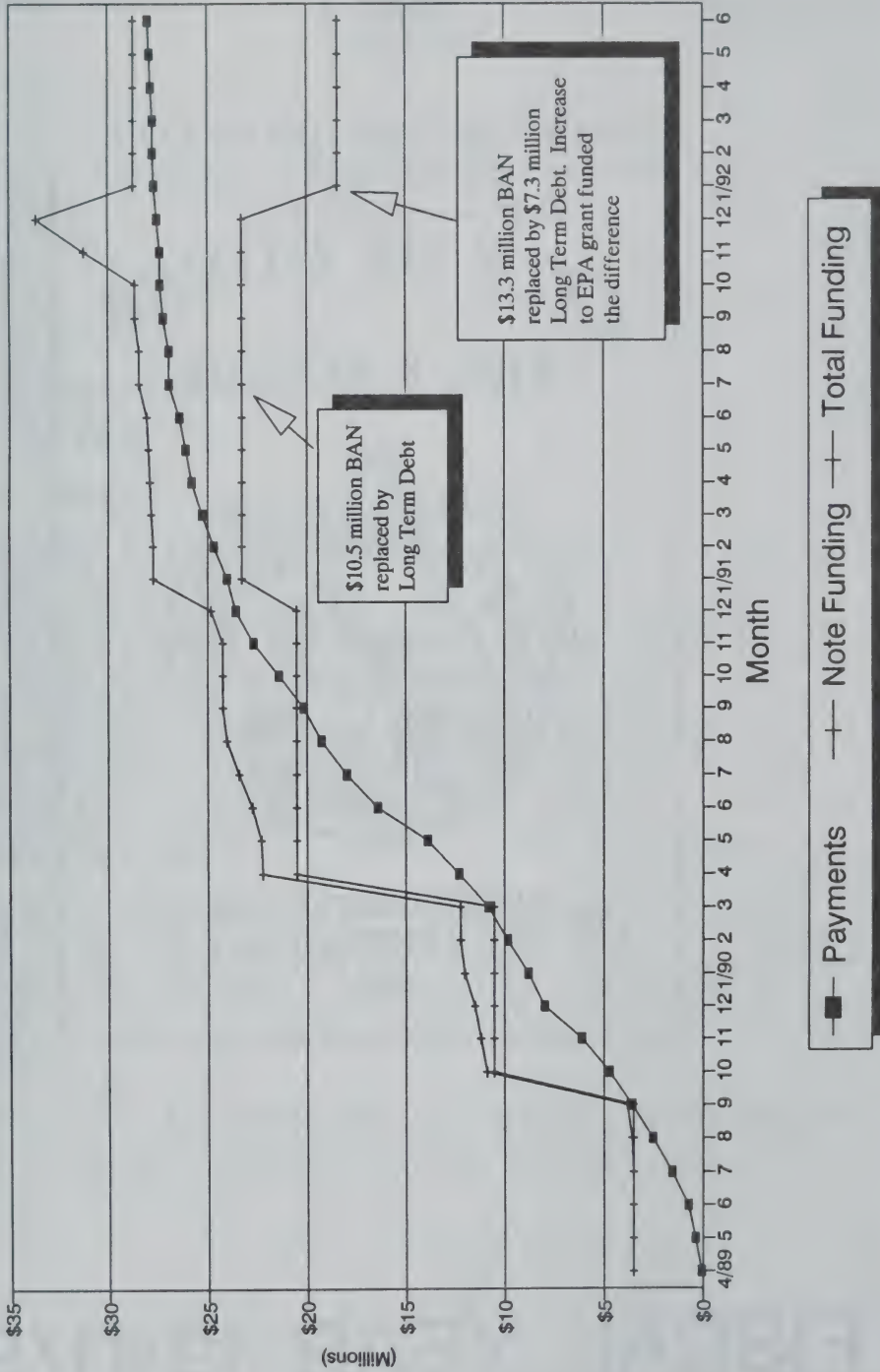
Respectfully Submitted

Jeff Harrington
Finance Director

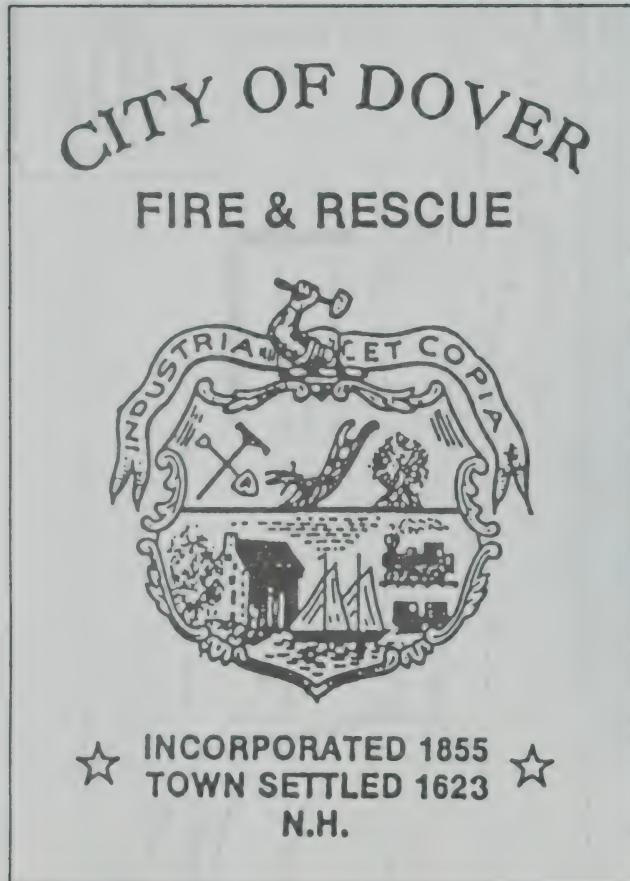
Graph - Wastewater Treatment Plant (WWTP)

The graph reflects the cash flow during the construction phase of the WWTP. The Note Funding line is the portion of the WWTP construction funded by Bond Anticipation Notes (BANs). A series of six notes were issued during the construction phase to provide funding. Interest expense related to the notes amounted to \$2,743,130, paid for by the State. Interest expense was originally estimated at \$3 million by the Finance Department. These BANs were paid at maturity with proceeds of State guaranteed general obligation bonds of the City (see Borrowings under Finance Dept. for details). The Total Funding line reflects the BAN amounts and the grant reimbursements received from the EPA. The Payments line includes the cumulative disbursements for the three construction contracts and the construction engineering. A total asset, including land acquisition and design, of \$33,758,211 was established in the Sewer Fund for this project as of June 30, 1992.

Wastewater Treatment Plant Project Construction Phase Cash Flow



ANNUAL REPORT



FISCAL YEAR 1991/92

David F. Bibber, Chief
Fax 603-743-6146
ICHIEFS DOVERFIRENH



603-742-4646
Administration Ext. 150
Training/EMS Ext. 154
Fire Prevention Ext. 152

CITY OF DOVER FIRE & RESCUE

Municipal Building
288 Central Avenue
Dover, New Hampshire 03820

November 30, 1992

Paul G. Beecher, City Manager
Municipal Building
Dover, NH 03820

Dear Mr. Beecher:

I am pleased to submit to you the Annual Report for the City of Dover Fire & Rescue Service for the fiscal year ending June 30, 1992. I am pleased to report that our service met the challenge of limited resources while still improving our level of service and response capability. Continued fiscal constraints will present new challenges as the need for expanded facilities and replacement of apparatus loom in the future. Despite these obstacles, we are justifiably proud of the accomplishments of the men and women who work for the City of Dover Fire & Rescue Service. Although many of the following statistics are impressive, they do not describe the full measure of professional and courteous service the department provides.

We are proud to report that the total number of incidents increased by only .8%; however, the total fire loss increased by 17%, which indicates more effort needs to be given to fire prevention and education. Hopefully, we will be able to reverse the fire loss trend through an increase in fire prevention activities and a review of the sprinkler ordinance.

We look forward to another year of growth and accomplishments as our people provide essential life safety services to the people of one of the finest places to live in the entire state.

Yours truly,

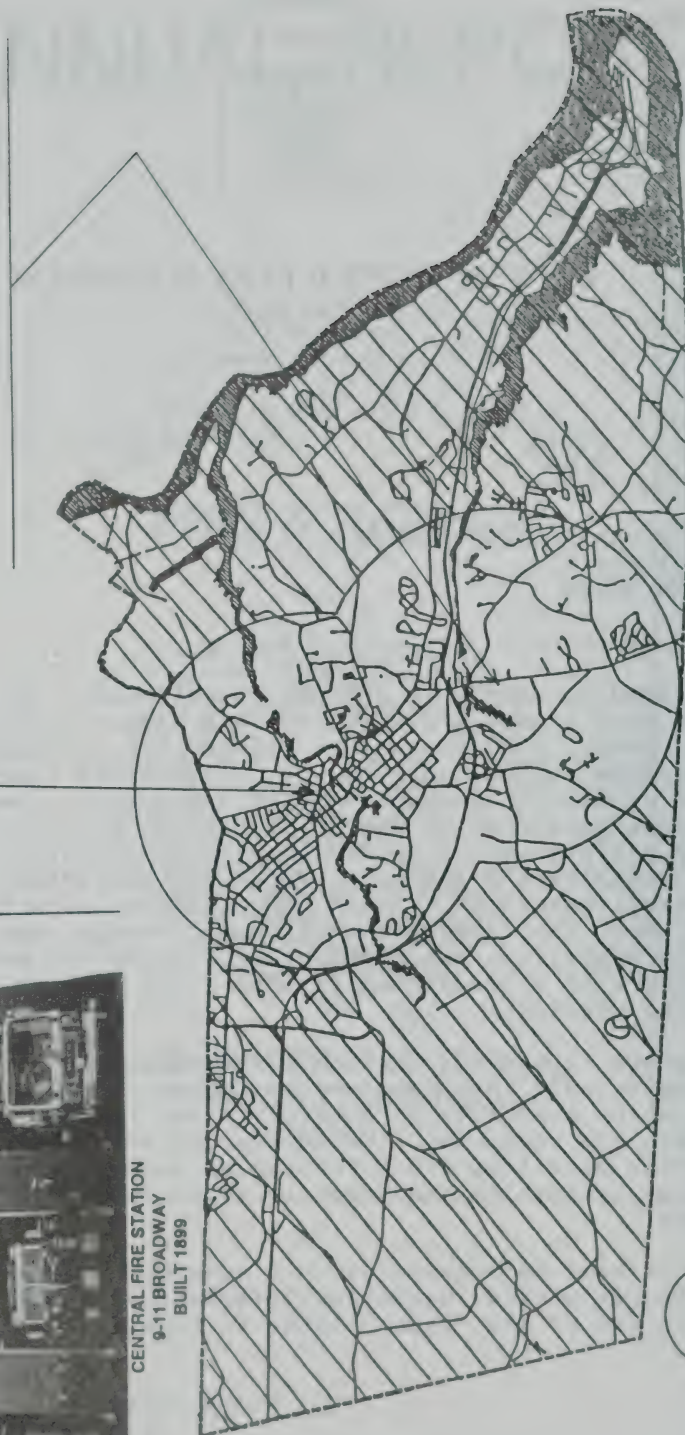
David F. Bibber, Chief
City of Dover Fire & Rescue



CENTRAL FIRE STATION
9-11 BROADWAY
BUILT 1899



SOUTH END FIRE STATION
DURHAM ROAD
BUILT 1967



Circles denote an average area around our Fire Stations that can receive fire or medical services within 3-minutes.



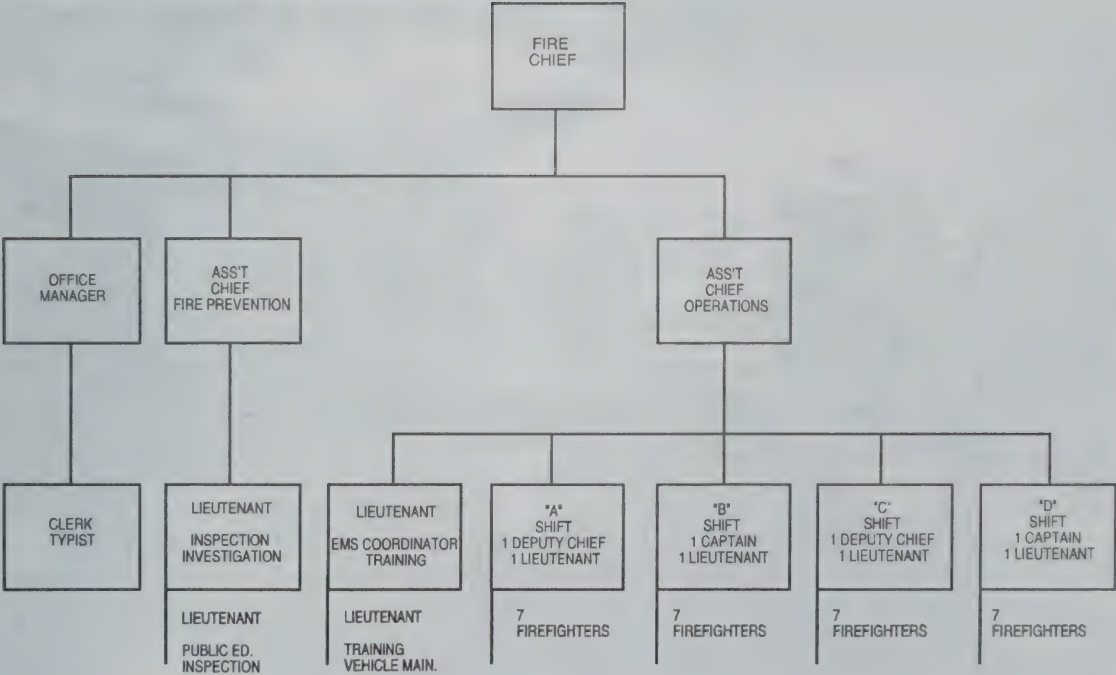
Stripes denote areas that are not within the 3-minute response range.

AREA FIRE DEPARTMENT COMPARISONS

POP*	CITY	TOTAL CALLS	OVERTIME EXPENDED	TOTAL EMPLOYEES
4	DERRY	3,200	159,806	53
5	DOVER	3,359	77,000	46
6	ROCH.	2,819	50,778	28
7	SALEM	2,908	310,226	65
8	PORTS.	3,071	264,771	66
11	HAMPTON	3,059	260,000	41

*POPULATION RANKING IN STATE OF NH, according to the latest New Hampshire Register.

The City of Rochester Fire Department does not provide any ambulance service.



FACILITIES

Due to age and construction of the fire stations, considerable work needs to be done to both buildings. Central Station, basically a 100 year old barn, is cramped and not really adequate to meet the needs of a 1990's fire and rescue service. The upper offices are difficult to access because of the steep stairs. Administrative offices are on three different levels of the building, making communications difficult. Six vehicles are housed in an area designed for four and although the roof has been patched, it needs replacing. Repairs to the stall floor were completed but because the floor is packed on sand, additional cracking is occurring under the weight of the vehicles.

South End Station, a cinder block building built in the early 60's, is in need of expansion. Currently five vehicles are housed in an area designed for three, making vehicle maintenance and equipment checking very difficult. With the addition of the exhaust extrication system, the space is further cramped.

The vehicle ramp area and apron needs replacement, although the life of the ramp was extended as a result of a sealing coat applied free of charge by a local driveway sealing company. The oil/grease separator, required by State Law WS- 410, has yet to be funded. On the positive side, the drafty windows were replaced with efficient vinyl replacement windows and the back-up generator was installed by New Hampshire Yankee personnel through a grant from the New Hampshire Office of Emergency Management. This resulted in a savings of about \$4,000 to the city.





MISSION STATEMENT

To provide the community with information, education, services and representation to enhance their ability to survive from the devastation of fire, environmental, natural and man-made emergencies.

GOALS

To reduce loss of life, injury or disability to the citizens of our community resulting from fire, environmental, natural and manmade emergencies.

To reduce loss of life, injury or disability to firefighters and emergency service personnel.

To be recognized by other fire service organizations, government agencies, media and the public as a leading and influential organization in the areas of fire protection, fire protection delivery, fire suppression, emergency management and emergency medical services.



To structure and govern staff and suppression operations consistent with achievement of City of Dover Fire & Rescue Service mission and goals and city council goals and objectives.

To increase the level of public education for emergency medical services and injury prevention to help the citizens of Dover live a long and safe life.

To comply with the Federal regulations and National standards concerning Hazardous Materials.

To provide the citizens of Dover with the most cost-effective advanced emergency medical treatment available.

Photo compliments of FOSTER'S DAILY DEMOCRAT

SIGNIFICANT INCIDENTS

HOUSE FIRE

July 15, 1991 - 15 Tanglewood Drive

Situation: Single Alarm Fire

Damage: \$45,000

Cause: Incendiary

APARTMENT COMPLEX FIRE

November 10, 1991 - 149 Portland Avenue

Situation: Multi-Alarm Fire, civilians rescued and 17 monthold baby revived from clinical death by firefighters.

Damage: \$200,000

Cause: Child playing with lighter

APARTMENT COMPLEX FIRE

December 4, 1991 - 96 Whittier Street

Situation: Single room fire, child trapped, rescued by firefighters

Damage: \$5,000

Cause: Electric fan motor

HOUSE FIRE

March 15, 1991 - 89 County Farm Cross Road

Situation: Single Alarm Fire

Damage: \$50,000

Cause: Wood stove ash



HOUSE FIRE

April 22, 1991 - 116a Durham Road

Situation: Multi-Alarm Fire

Damage: \$60,000

Cause: Ignition source too close to flammable liquid

COMMERCIAL OFFICE COMPLEX FIRE

April 26, 1991 - 42 Dover Point Road

Situation: Multi-Alarm Fire

Damage: \$100,000

Cause: Incendiary

HOUSE FIRE

May 28, 1991 - 17 Park Street

Situation: Single Alarm Fire

Damage: \$25,000

Cause: Clothes dryer malfunction

TRACTOR FIRE

September 12, 1991 - County Farm Road

Situation: Large Tractor Fire

Damage: \$40,000 Cause: Hydraulic leak

**HAZARDOUS MATERIALS INCIDENT**

February 17, 1991 - Spaulding Turnpike

Situation: Refuse fire with chemicals; turnpike closed;
1 FF injured

Damage: \$0

Cause: Improper discarding of hazardous materials



OPERATIONS DIVISION

Hiring of personnel, keeping them safe and healthy, budgeting for and purchasing the supplies they need, and providing the education to keep this department among the finest in the state are tasks performed by the Operations Division. The Division is supervised by the Assistant Fire Chief who is responsible for managing the department's daily business operations.

The Fire & Rescue Service is continuing to pursue short-term investments for long-term savings. This is being done by purchasing specialized equipment and certifying department personnel as instructors on a variety of subjects. This past year we purchased ground ladder testing equipment and it has already saved us \$1000 in annual testing costs, not to mention the safety factor, down time and handling fees. We hope to accelerate the payback process by training other area departments in its operation, and leasing the equipment to them.



We have also increased our number of CPR instructors by conducting our own instructor training program with our own CPR Instructor Trainers. This saves us money in our required annual certifications and allows us to supply this service to the public.

The request for training from the community still remains extremely high. The community continues to recognize the expertise that we hold and are turning to us for basic training, such as Cardiopulmonary Resuscitation (CPR). This year the department presented 19 CPR classes to 117 civilians from the community and private industry. Due to budget cuts, we were forced to raise the cost of the programs by \$5.00 per student. All costs were funded by the student fees, which saved the city \$2,600.



We now have two state certified fire officers as hazardous materials instructors. Under federal law, all first responders to a hazardous materials incident must receive 24 hours of hazardous materials training (ie., Police, Fire, Ambulance, Public Works, Fast Squads, etc.). We hope to use these instructors and develop more hazmat instructors in the upcoming year for the purpose of meeting the federal requirement for first responders.

We presently have instructors in the following subject areas:

- All Firefighting and Fire Suppression Areas
- Hazardous Materials
- Emergency Medical Technician (EMT)
- Cardiopulmonary Resuscitation (CPR)
- Cardiopulmonary Resuscitation Instructor Trainer
- Esophageal Obturator Airway (EOA)
- Basic First Aid
- National Defensive Driving
- Emergency Vehicle Driving
- Fire Officer Instructors
- Shelter Management
- Radiological Defense

We have personnel who have or are instructing college courses and industrial courses as well as personnel who are certified fire apparatus mechanics and special equipment repairmen.



In December of 1990, the department instituted a program to creatively deal with financial constraints. This program assigned probationary firefighters as floaters to fill in for personnel on vacation or sick leave. This program continues to be extremely beneficial financially, as we were able to keep the South End Fire Station open more often. The following represents the savings acquainted with this program:

VACANCIES COVERED

			Net*	Overtime
Day	Night	Total	Savings	Savings
92	83	175	\$13,179	\$45,535

*The net savings represents the actual overall savings to the city after subtracting the floaters actual salaries.

This fiscal year proved to be an extremely difficult one due to budget cuts which reduced the ability to hire back personnel to cover vacancies. The intermittent reduction in manpower forced the closure of the Sound End Fire Station as indicated below:

of shifts closed
15

The floater program allowed the South End Fire Station to remain open an additional 234 shifts.

Difficult economic times caused severe financial constraints throughout the city and our department was no exception. We were unable to fund two existing firefighter positions for this fiscal year; therefore, one vacancy that was effective on June 16, 1991, was not filled. The department elected not to lay another firefighter off, as we knew we would have a vacancy open on September 1 due to a resignation. In spite of having only one floater from June to August, and eliminating the floater program from September to February, this program continues to be extremely beneficial to the city. In February, we filled one of these vacancies which enabled us to reinstitute the floater program in an attempt to keep the South End open.

In the past couple of years, we were fully aware that we did not have the funding in the overtime account to keep the South End Fire Station open the entire year. Knowing this, we strategically scheduled these closures to have the least effect on the community. We had planned on closing the South End in September and October; however, the City Manager made the decision to increase our overtime account by \$15,000 so the station would stay open.

With the assignment of Fire Prevention personnel, the use of the entire staff and the filling of one vacancy, we were able to keep the South End open. In spite of staff covering vacancies, the floater program and the Fire Prevention reassignment we could still foresee numerous station closures, so in order to combat this, we were forced to deny vacation leave.



Both fire stations within the City of Dover are being equipped with Vehicle Emission Exhaust Extrication Systems. Since the purchase of the City of Dover's first combustion engine fire apparatus, Dover firefighters and people entering the fire stations have been subjected to vehicle exhaust emissions in a closed environment. Both gasoline and diesel emissions are carcinogens and can have a chronic effect on humans who are repeatedly exposed to these products. In the past, fuel combustion by-products found their way into the living areas through the opening and closing of doors to the apparatus floor and circulation through station heating systems.

Each system incorporates an exhaust fan capable of sufficient air flow to propel the smoke and gases through galvanized duct work to the outside of the station. A four-inch flexible rubber hose makes the connection to the apparatus exhaust pipe. The systems are tailor fit to each station and are being installed by area businesses and the manufacturers distributor and they shall be fully operational within a couple of months.



On a special note, Dover Fire & Rescue on a couple of occasions was called upon to supply fire security and rescue resources for the President of the United States, George Bush. Our efforts did not start the day President Bush arrived at Davidson Rubber or Liberty Mutual. We had to complete building inspections and attend numerous meetings concerning our role in protecting the President.

Due to the exorbitant increase in the cost to have the State of New Hampshire Fire Standards and Training Division conduct a promotional examination process, an alternate testing agency was sought. By using the International Personnel Manager's Association, and other means, the department saved thousands of dollars.

TRAINING HOURS

DAY TRAINING HOURS -----	7,813
NIGHT TRAINING HOURS -----	4,075
OUTSIDE TRAINING HOURS -----	2,225

TOTAL TRAINING HOURS FOR FY 91/92 ----- 14,113



Hurricane Bob, the most significant hurricane to hit New England since Gloria in 1985, hit Dover late in the evening of August 19, 1991. The results from the storm taxed the entire fire and rescue department. In a two day span, fire and rescue crews responded to over 170 calls. These calls included requests for emergency medical care, fires from downed wires, flooded basements, motor vehicle accidents and fire alarm activations due to the storm. Because of the tremendous call for services during this period, over two-thirds of the department was on duty during the height of the storm. As a result, the overtime account was used much faster than could have been anticipated. However, a request for reimbursement for expenses experienced by the city was completed by this department and forwarded to the Federal Emergency Management Agency and the State Office of Emergency Management. The request was approved and the city recouped \$55,000 and the department received \$13,000 in refunds.

Photo compliments of FOSTER'S DAILY DEMOCRAT

NOVEMBER 10, 1991

On Sunday morning, November 10, 1991, Engine 3, Engine 4, Rescue 1, and Truck 1 responded to a structure fire at the Heritage Hill complex on Route 4. Upon the arrival of the first engine company (Eng. 3), fire was blowing out the second floor window and extending to the third floor and roof of the structure. A box alarm was immediately sounded. Adults were dropping children into the arms of police officers from the third floor apartment above the fire at the rear of the building. Two adults were rescued from the third floor over ladders while a hoseline was advanced into a burning stairway before the arrival of the other companies. After the arrival of the other units, firefighters advanced a line onto the fire floor and started other fire extinguishing procedures. One firefighter entered the fire floor over a ladder, through a window and found a 17 month old baby boy on the edge of a bed. He immediately delivered the clinically dead infant to the Rescue 1 crew who started CPR and advanced medical procedures. They re-established a pulse and respirations before their arrival at the hospital. The infant was medivaced to the Boston Burn Center where after a time completely recovered. Counting Baby Matthew, five civilians were injured at this fire. Four were treated and released from the hospital. A total of 18 fire vehicles and 50 firefighter/rescue personnel were on scene to handle the blaze with no firefighter injuries. An estimated \$200,000 loss and almost the loss of a life was the result of a child playing with a lighter.



Firefighter Jaimie Donovan receives medal for heroic rescue, presented by Governor Gregg.

Photo compliments of THOMAS HOYT



HOUSE FIRE
April 22, 1991 - 116a Durham Road



HOUSE FIRE
May 28, 1991 - 17 Park Street

DECEMBER 4, 1991

At 4:14 a.m. on the morning of December 4, 1991, a report of a structure fire at 96 Whittier Street was received by dispatch. Immediately 2 engines, each with a crew of three, 1 ladder truck, with a crew of one, and 1 ambulance, with a crew of two were dispatched. While enroute, dispatch advised the first due engine that there was a child trapped on the second floor. Despite treacherous, icy road conditions, all apparatus made it to the scene safely.

The first due engine was faced with an 88' x 30', two story, wood frame building with smoke showing from a second floor window. The OIC notified dispatch to strike a box, and for the second due engine to lay a 4" supply line from the hydrant. At this time the first engine's crew put the extension ladder up to the second floor and stretched a 1-3/4" hand line upstairs to the fire room, which was the bedroom where the child was trapped. The thick black smoke made it impossible to see during the search for the child. Miraculously the lifeless child was found within a minute of entering the room. She was then taken to the ambulance and treated and revived within seconds. The child was then taken to the hospital and care was taken over by the hospital staff.

The situation was under control and apparatus returned to quarters at 6:29 a.m. The child was released from the hospital a few weeks later and is doing fine.

Photo compliments of FOSTER'S DAILY DEMOCRAT

EMERGENCY MEDICAL SERVICES

In fiscal year 1992, there were 1251 calls for emergency medical assistance, representing a 9% increase over the previous fiscal year and this department's EMS Section continues to set the pace. Efforts to improve the delivery of emergency medical care have been realized in a number of accomplishments.

The ability of responding personnel to stabilize patients at the scene varies with the level of system preparedness and provider training. It is widely recognized in medical circles and validated by several studies that advanced life support (ALS) treatment has a dramatic effect on morbidity and mortality rates when compared to lower levels of care. In heart attack cases, for example, studies have shown that when a fire department first responder reaches a victim within 4 minutes and ALS is initiated within 8 minutes, save rates are greatly increased.

You should note that these studies also indicated, whether or not ALS equipment is available, that the training of EMS personnel plays a large part in determining the victim's potential for recovery, length of hospital stay and total rehabilitation time.

Photo compliments of FOSTER'S DAILY DEMOCRAT



The EMS Section continues to advance the medical certification levels of our personnel for the fifth straight year and enables us to provide an ever increasing level of care for the citizens of Dover.

NON-EMT'S	33% Decrease
Certified in E.O.A.	10% Increase
EMT-D (Defibrillation)	40% Increase
EMT-I (IV Certified)	300% Increase
PARAMEDICS*	Same as FY 91

* At the present time, the Paramedics are only able to operate at the Intermediate Level.

These figures are impressive on their own; however, during the recent budget cuts and difficult economic times this number is extraordinary.



ADVANCED LIFE SUPPORT TRAINING

One innovative solution was in the area of EMS training. The department was able to provide a number of its personnel with quality EMS training at no cost to the city which will be addressed later in this report.

The EMS section continues to make the commitment to host "Advanced Life Support" training. By hosting these classes and charging a fee to the visiting students, the department is able to certify our personnel at no cost.

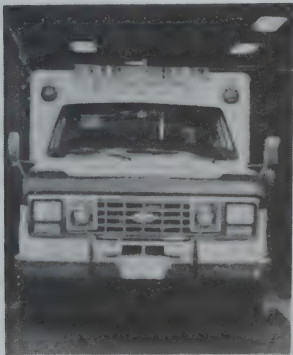
Through the diligent work of our staff as well as an overwhelming commitment by our rank and file, we finally have enough EMT-Intermediates to provide Advanced Life Support to our residents 24 hours a day 7 days a week. Prior to this, we were providing this level of care on an "as available" level. Although we were able to provide this training without a tuition charge, most of the classes were attended while personnel were off-duty. This means they came back on their own time without any compensation from the department. Without their willingness and spirit of cooperation, this department would not have been successful in reaching this goal. During normal budget times, it would be difficult to bring our personnel back to attend this training; however, during the FY 92 it appeared impossible. These 12 men are to be commended for their efforts for they are committed to serving the City of Dover.

We continue to be aggressively pro-active in our pursuit of the ultimate EMS system. You may ask how have we been so pro-active during severe budget cuts. Over the past 2 years we have implemented a number of innovative solutions and none of these were more pronounced than the implementation of our new ambulance fee structure.

After careful review, we found it necessary to update our ambulance fees. If we did not have a charge or did not have adequate fees, then the City of Dover is subsidizing the federal and state governments as well as the private insurance industry. Since these parties offer substantial reimbursement for emergency medical treatment and transportation as part of their coverage, we felt it was necessary to adjust our fees to coincide with Medicare's reasonable-charge profiles as they typically represent minimum rates. Even after the rate restructure, we are still equal to or less expensive than neighboring communities. These rates will ensure that a high quality of care will be provided to every citizen of our community, while passing the expense on to the users.

With the overall cost of health care increasing, we felt it was important to ensure our elderly population was not financially impacted due to ambulance service. Pursuant to this concern, we instituted a program that lets us bill and receive reimbursement directly from Medicare. This improves our cash flow as well as provides ambulance service to Medicare recipients without causing them financial hardship. These citizens receive a bill for their coinsurance amount which is typically \$10 to \$15 and the billing of this balance is required under federal law.

In early 1991, we began meeting with the City Council concerning these rates. During these discussions we provided the Council with a report that outlined some revenue projections. These projections were not hastily compiled and only after numerous hours of diligent work was a user-fee cost analysis prepared and projections set. We projected a total revenue of \$97,000, which represents an increase of \$52,000 over last year's projection of \$45,000. I am happy to report our projections were correct, as we had collected \$100,443 as of this date. Please keep in mind that additional monies will continue to be received over the next few months.



AMBULANCE BILLING COLLECTION REPORT
7/01/91 TO 6/30/92

	DOVER RESIDENTS	NON RESIDENTS	TOTAL
PATIENT TRNSPTD:	825	220	1,045
AMOUNT BILLED	\$116,940	\$29,837	\$146,777
ADJUSTMENTS:	\$4,986	\$218	\$5,204
AMOUNT PAID:	\$80,910	\$19,533	\$100,443
AMOUNT OWED	\$36,031	\$10,305	\$46,336
BASE CHARGES:	\$82,500	\$22,000	\$104,500
MILEAGE CHARGES:	\$6,790	\$2,475	\$9,265
OXYGEN:	\$12,540	\$2,370	\$14,910
E O AIRWAY:	\$628	0	\$628
MAST TROUSERS:	\$90	0	\$90
I V DRUG:	\$4,671	\$1,073	\$5,744
CARDIAC MONITOR:	\$9,460	\$1,815	\$11,275
DEFIBRILLATION:	\$242	\$105	\$367

TOTAL REVENUE COLLECTED

Fiscal Year 92 \$100,443

Fiscal Year 91 40,777

Revenue Increase \$59,666

All ambulance billing continues to be done within the Fire Department by the Office Manager. We currently have a collection rate in excess of 69% of all monies billed. When we elected to raise the ambulance fees, we were concerned that our collection rate would drop as well as being inundated with complaints. Once again through the hard work of our staff, this was not the case, as we have increased our collection rate 8% over the previous two years of 61% and the complaints have been nonexistent, as substantiated by a survey completed this year.

A telephone survey showed this to be one of the highest returns in the state. Some other fire departments have collection rates close to ours; however, they have had to hire an outside agency to do their billing. These agencies retain a percentage of all monies collected, thus reducing the net return. A local private ambulance company reported to have a collection rate a few percentage points higher than ours; however, 70% of their business is "non-emergency" transports. Non-emergency transports are virtually 100% collectible, as the service can require proof of insurance or advance payment before transporting. If you factor this in, you can see we have a collection rate as high as anyone.

MAINTENANCE SECTION

The staff of the Operations division continues to work behind the scenes to ensure that emergency vehicles and specialized equipment are properly maintained and functioning in a safe and economical manner.

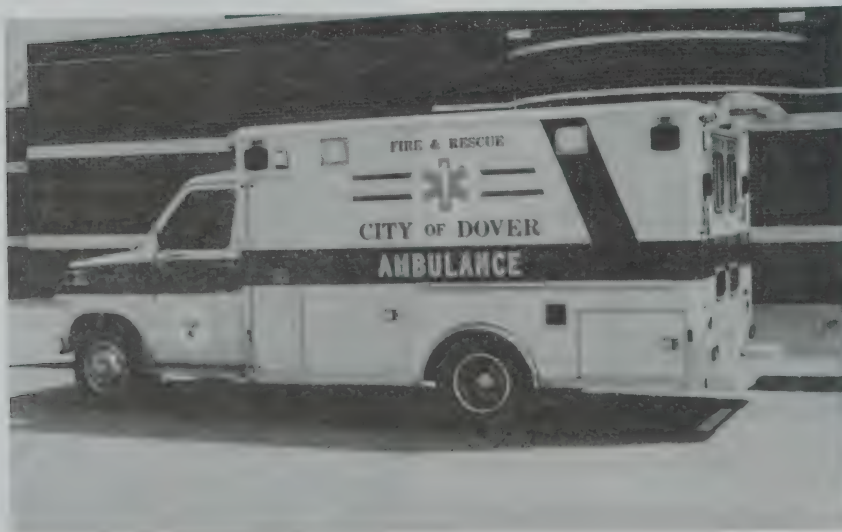
Under the supervision of the Assistant Chief of Operations, the Training Officer continues to be responsible for the 2 million dollar fleet of emergency vehicles. These duties include:

- * Ensuring preventive maintenance is scheduled and completed.
- * Test all fire apparatus in accordance with nationally recognized N.F.P.A. standards.
- * Provide 24-hour emergency on-call service.
- * Schedule all necessary repairs.
- * Inspect all work done by vehicle maintenance contractors.
- * Review all invoices and bills in reference to repairs.
- * Make minor and/or emergency repairs until the appropriate service facility can be contacted.



The Operations Division gets involved with department vehicles long before the department acquires them. Detailed specifications must be prepared for each type of vehicle the department uses. This is an important and time-consuming process, which involves gathering input from the entire department.

Maintaining a fleet of emergency response vehicles with an average age of 14 years is a difficult and time-consuming task. In an attempt to stretch the optimum life span of our ever-aging fleet, the Training Officer has had to put an excessive amount of time into these vehicles which severely hampers the ability to present training programs to the shift personnel.



The biggest accomplishment in vehicles came with the delivery of the new Engine 3, a 1991 Emergency One pumper. We were able to save thousands of dollars by purchasing this demo.

Engine 3's purchase became Dover Fire & Rescue's first piece of apparatus that meets the newest revisions of the National Fire Protection Association Standards for pumping apparatus. This standard set forth many new changes, most of which were based on firefighter safety.

Equipped with a four man enclosed cab, all riders are seated and belted while the apparatus is in motion. This requirement not only keeps firefighters out of inclement weather, which may cause fatigue prior to arrival, it has also been proven to be a lifesaver if the apparatus becomes involved in an accident.

Air horns and siren speakers are now mounted at bumper height, rather than on the roof as in the past. This location is more effective in clearing oncoming traffic. Now warning signals are directed at oncoming vehicles, not over them. Another benefit of this location is the reduction of noise in the cab reducing long-term hearing loss of firefighters.



Automatic tire chains remove the hazards involved with jacking up the apparatus or driving up on ramps to install tire chains. With the flip of a switch while the pumper is moving, air operated actuators swing the chains in place. These chains have the advantage of being turned on and off while in motion. This greatly reduces use of chains except when absolutely necessary and reduces wear and tear on the vehicle.

The pump control panel has been laid out much simpler and therefore is much easier to operate than previously manufactured pumpers. All discharge pressure gauges are mounted directly over their corresponding control handle or lever and eliminates any guesswork of what valve operates what discharge.

Equipped with a 750 gallon plastic "poly" tank, this pumper has half again as much water as our older pumpers. This plastic construction eliminates the possibility of the tank rusting out and leaking in future years. To protect the tank from excessive incoming water pressure, the "tank to pump" piping is equipped with a one-way check valve.



The prepped master stream device is lightweight and can be easily removed from the top of the apparatus by one person. Once removed, this device can be mounted on a portable ground plate greatly enhancing its capabilities.

The new lightweight hard suction hose also reduces the number of personnel required to hook up the pumper for drafting from a static water supply.

A three station remote start diesel generator allows easy starting while enroute to the emergency scene. This provides adequate lighting while approaching the incident and frees up the operator who previously had to get out and manually start the generator wasting valuable first-on-scene time.



FIRE PREVENTION DIVISION

Fiscal year 1991/92 looked to be the most promising of recent years. The department was completing a record number of building inspections, fire losses were down, the public education program, with the completion of the S.A.F.E. Trailer, was finally taking shape, and the city was way ahead of the fire problem by possessing the key to reducing future fire losses - a fire sprinkler ordinance. However, in an attempt to make the city more competitive in attracting business, the sprinkler ordinance was eliminated and a resolution was passed by the City Council to combine the inspection services completed by this department with those of the Building Inspection Division. The reasons cited for these changes were that the sprinkler ordinance was too restrictive for incoming businesses and that combining inspection services would create a smoother atmosphere for new businesses in the city, as well as being more cost-effective. Therefore, one inspector was reassigned to the vacant Training Officer position and the other, the Public Education Officer, was reassigned to a Shift Lieutenant position. This left the Assistant Chief of Fire Prevention to do all aspects of the Bureau's responsibilities. These duties include: building inspections, public education, fire investigations, company inspection program, self-inspection program, plans review, heating system installations, code enforcement, installed detection and suppression system inspections, certificate of occupancy inspections, as well as administrative assignments.

Because not all tasks could be completed, priorities were set and day-to-day necessities were the number one priority. This included certificate of occupancy inspections, heating system inspections, plans review and inspections, inspections required by law and fire investigations. The number two priority was Public Fire Education.

With the previous background information for fiscal year 1992, the following report on the Bureau's activities is submitted:

The recent trend of low fire losses continued. Statistics from the Fire Incident Reporting System, a computer automated incident tracking system, shows that there were no fatalities but there were 6 fire injuries. There was also one firefighter injured at a hazardous materials incident. There were a total of 56 building fires resulting in an estimated \$513,020 in property damage. The single highest fire loss was an apartment house fire, started by a child playing with a lighter, which resulted in an estimated \$200,000 loss.

There were 30 motor vehicle fires which resulted in \$81,020 in fire losses and 58 other fires with a loss of \$2,650, the total being 144 fires resulting in \$596,750 in estimated losses. On a positive note, there were three potentially devastating fires controlled by the buildings' sprinkler system. One fire was at Cocheco Falls Millworks, one at St. John's Apartments and the other at the Meadows Apartment Complex. In all three cases, the fire was contained with the operation of a single sprinkler head.

A fire alarm systems ordinance was written and submitted to the City Council for adoption. After discussing the merits of a rather lengthy ordinance that reiterates nationally recognized standards, a portion of the ordinance was adopted. The ordinance, Article IV of Dover Code 58, replaced an obsolete fire alarm ordinance. The new ordinance established a fine structure for occupancies that have fire alarm malfunctions and the owner fails to repair the system. The ordinance also provides a fine structure for tenants that disconnect or disable a smoke detector under their control. This portion of the ordinance was established as a result of many fires where small children were injured and it was determined that the smoke detector was disabled. Other ordinances submitted by the Bureau included a fire works ordinance, and amended fire suppression system ordinance and a completely overhauled Dover Code 109.

A considerable amount of time was spent researching ways to meet the Council's directive to combine inspection services within the city. Many agencies were contacted to determine the most efficient way to complete the task. Some of the agencies contacted were the National Fire Academy's Learning Resource Library, the International Association of Fire Chiefs, the International Personnel Manager's Association, the National Fire Protection Association, the International City Manager's Association, Building Official Code Administration, as well as numerous state and municipal agencies. Although most agencies suggested that combined inspection services fall under the fire department, there are currently no facilities available at either fire station that can accommodate the change. As a result, various alternatives were forwarded to the City Manager for consideration.

Bureau personnel, in cooperation with the State of New Hampshire Division of Forestry, gained permission to start a pilot program in regards to issuing permits to kindle a fire. Our original program envisioned allowing permits to be issued using voice mail (telephone answering machine). However, the State flatly turned the program down, suggesting we look at an alternative program. Under the pilot program that was approved by the State, burning permits are now issued either on a daily basis, as has been the case in the past, or as a new "Seasonal Permit."

This new program allows a citizen to come to the fire station and receive a permit on an extended basis, generally 30 days. By issuing the permit for an extended time period, citizens no longer have to travel to the fire station on a daily basis and take the chance that all personnel are out. When burning is permitted, citizens with a seasonal permit need only contact the dispatch center at 742-4646 to activate the permit.

"Test Me Monthly!"



Fire Prevention personnel continue to attend courses and seminars to keep abreast in the latest fire safety programs, public fire education curriculum, emergency medical training, fire ground techniques and management training. Included in this year's training was: attendance at a week-long arson seminar at St. Anslem's College, attendance at a two week program at the National Fire Academy for Fire Prevention Practices, attendance at the Pine Tree Burn Foundation for fire safety education, participating in department sponsored TDF management training, Emergency Medical Technician recertification, Defibrillator recertification and EOA recertification. In addition, two inspectors were nationally certified as Fire Inspector Level I.

Shift personnel assigned to fire suppression duties assist the Bureau in many Bureau activities. In addition to completing many fire and life safety inspections of commercial and residential occupancies, shift personnel conduct many wood stove inspections, install smoke detectors as part of the smoke detector give-a-way program, conduct home safety inspections and participate in the department's fire safety education for the public. Shift personnel went to Camp Sun & Fun this past summer to meet with the children and show them fire equipment. Shift personnel even hosted groups of Boy Scouts for overnight camping and safety education at the South End Fire Station. Also of growing popularity are fire station tours by young ones and their parents. In the past year, hundreds of school children, Boy Scouts, Cub Scouts and pre-school children have taken tours of Central and South End Fire Stations. In addition to conducting station tours, shift personnel highlighted this year's fire safety theme to our visitors: Matches and Lighters are not for Children.

The City of Dover Fire & Rescue Service hosted an Operation Life Safety Residential Sprinkler Seminar at Yokens in Portsmouth. This seminar covered areas pertaining to the installation and testing of residential sprinkler installations to ensure quality control. The program, which included a live fire demonstration using the Portland Maine Fire Department's sprinkler trailer, is part of a nationwide effort to educate fire service officials of not only the benefits of installing low cost residential sprinklers but also to ensure that proper installation techniques are used.



Another aspect of Fire Prevention is the investigation of fires to determine the origin and cause of fires. The main reason for conducting a fire investigation is to determine the cause so that measures can be taken to prevent the same thing from happening again. It was determined that the lack of maintenance to equipment, usually heating, was the most common cause of fires during this year, but the total loss was only an estimated \$27,500. On the other hand, set fires, either by children playing with matches/lighters or suspicious fires, accounted for \$408,070 in estimated fire losses. With the decline in the economy, this statistic is not unusual.



FIRE PREVENTION ACTIVITIES

Building Inspections	204
Shift Building Inspections	529
Self-Inspections	77
Certificate of Occupancy	139
Sprinkler Flow Tests	15
Oil Burner Inspections	23
Chimney Inspections	10
Wood Stove Inspections	29
Walk-through Inspections	74
Permits of Assembly	10
Fire Alarm Tests	8
Foster Home Inspections	6
Day Care Inspections	11
Fire Drills	2

TOTAL ACTIVITIES 1137

PUBLIC FIRE SAFETY EDUCATION

A COOPERATIVE EFFORT

The City of Dover Fire & Rescue Service has been known in the past for their aggressive fire prevention, engineering and enforcement programs, such as their fire sprinkler ordinance and their building inspection program. As a result of these programs, the fire loss for industrial and business occupancies has been significantly reduced. However, we realized we needed to reduce the loss due to fires in residential occupancies, and we decided that the best way to do this was to provide this community of 28,000 with a hands-on approach to fire safety education.

In the fall of 1990, the Sanford, Maine, Fire Department loaned to the Dover Fire & Rescue Service their fire safety education trailer, which we took to the elementary schools in Dover and provided "real life" fire situations for the students. Due to the response to the program from the teachers, the students and the school board, the Dover Fire & Rescue Service decided to obtain a fire safety education trailer of their own. As with most municipal fire services, budget limitations prevented this department of 44 career personnel from purchasing a commercially made fire safety trailer, which could cost about \$18,000. Therefore, we set out to solicit funds from local businesses, professional organizations and industries to buy the trailer. Unfortunately, it became evident early on that this approach was not going to work because of the current economic times. However, about this time, Fire Chief George Varney of the neighboring Kittery, Maine, Fire Department offered to donate a 38-foot 1958 vintage Vagabond mobile home to this department. Chief Varney made the donation expecting the trailer to be used for firefighter training, but department personnel decided that the home would be suitable for a fire safety trailer. The Public Works and Recreation Department hauled the trailer off its lot in South Berwick, Maine, and towed it to Dover High School for its transformation.



As Fire & Rescue personnel worked to strip the interior of the home, personnel were out soliciting help, this time not for money but for building materials, furniture and a vehicle to pull the trailer. Equipped with blueprints provided by the Dover High School Graphics Department, along with a description of the intended purposes, businesses were asked for anything that could be used for the completion of the project: excess or close-out building materials, scratched or dented furniture, etc. First came kitchen cabinets and bathroom fixtures; then windows, vinyl siding, dry wall and electrical work from a local electrical contractor and a residential sprinkler system installation from a local sprinkler company. Most of the labor for completing the project was supplied from the abundance of talented people within the department.

The problem of not having a vehicle to transport the trailer still remained. Fortunately, the Liberty Mutual Insurance Company, which currently occupies the nine-acre mill within the city, offered the department a 1989 4x4 F-250 pickup truck to tow the trailer. Although the truck had spent the last two years in a salvage yard as a result of a theft, it was in fair condition. The vehicle was overhauled by Dover Motor Mart, which performs vehicle maintenance on the department's fleet. They also added a third axle to the trailer to add stability when taken over the road.

Almost all work and materials for the truck, including paint, painting materials and tires, were donated to the department. However, some materials had to be purchased. Some money had trickled in from businesses that wanted to help out and a small amount of money from the public education account was used for minor purchases. A donation from the George Grenier Memorial Fund, the fund set up as a tribute to Captain George Grenier, an officer who died in the line of duty, provided the largest monetary donation to purchase the flooring for the trailer.



On October 9, 1991, the trailer was towed to Concord, NH, the state's capitol, so that a proclamation kicking off Fire Prevention Week could be read by New Hampshire Governor Judd Gregg, after which Governor Gregg and his staff toured the trailer. He expressed his approval of the concept and especially liked the idea that the trailer was a cooperative effort between the department and area businesses. Since that time, the trailer has been featured at the department's open houses and has been used at all of the city's grammar schools. In addition to creating a smoke-filled atmosphere for the students and teachers to learn basic fire survival skills, the trailer is used in educating students in the importance and the need for both residential sprinklers and smoke detectors.



The City of Dover Fire & Rescue Service would like to thank each of the following supporters that made the S.A.F.E. Trailer possible:

- * CHIEF GEORGE VARNEY & FAMILY
- * HAMPSHIRE ALUMINUM
- * GROSSMAN'S
- * D.M. BURNS SECURITY
- * WASTE MANAGEMENT
- * DOVER HIGH VOCATIONAL EDUCATION
- * GEORGE GRENIER MEMORIAL FUND
- * SEARS of NEWINGTON
- * WENTWORTH-DOUGLASS HOSPITAL
- * HANDY HARDWARE
- * HOLMWOOD'S DECORATING CENTER
- * LIBERTY MUTUAL INSURANCE
- * SPINELLI CORPORATION
- * COMMUNICATIONS SPECIALISTS
- * ROBBINS AUTO
- * DANA'S AUTO BODY
- * DUPONT'S EXXON
- * CURRY CONSTRUCTION COMPANY
- * DOVER PARKS & RECREATION
- * DOMTARGYPSUM
- * SKIP POWELL ELECTRIC
- * WILLEY ASSOCIATES
- * PROFESSIONAL CARPET CARE
- * YIELD HOUSE
- * PORTLAND GLASS
- * SULLIVAN TIRE
- * STRAFFORD APPLIANCE
- * SIGN EFFECTS
- * DOVER MOTOR MART
- * ROSS FURNITURE COMPANY
- * RIVERSIDE GARAGE
- * STAR LUMBER
- * SIGNS AND DESIGNS
- * DOVER PUBLIC WORKS
- * TIMOTHY J. NOONAN
- * DAVID WOODS FLOORING



In addition to bringing the S.A.F.E. Trailer to all the grammar schools in the city, the trailer has been used for other occasions as well. Some of these other occasions included:

- taking the trailer to the Fox Run Mall to present demonstrations as part of the Kids Day At Sears in Newington. The entire day was a big success. In addition to the display of the trailer, Truck 1, Rescue 1, and Squad 1 were also on display. Demonstrations of repelling from the bucket of Truck 1 were done, a vehicle extrication using the tools from the Squad was performed, and Pluggie the robot and Sparky the fire dog were on hand as well.
- the trailer was used during and after the Mineral Park Bicycle Parade.
- the trailer has been displayed and used at the South End Fire Station by groups such as the Boy Scouts, Cub Scouts, day care centers from both Dover and other communities, Head Start, and the department's Open House.
- the trailer was displayed and used, along with Engine 3 and Truck 1, at the Dover High School Youth Fair.
- the trailer was displayed and used at Dover Power Equipment's Grand Opening.



To augment the fire safety trailer, Firefighter Frank and Friends, a puppet production system was purchased. This program, which required the training of volunteers from among the shift personnel to operate the puppets, has had an unbelievable amount of popularity. Various fire safety messages and songs are pre-recorded to carry a specific message. The program includes: "Stop, Drop and Roll," "Stay Down - Crawl Low," "Match and Lighter Safety," "First Aid for Burns," "Reporting Fires - 911," "Fire Exit Drills," and "Fire: Good and Bad." The popularity of the puppet programs was unexpected. Children of all ages, as well as adults, love to watch the programs. As a result, children are learning valuable lessons in fire safety education through the use of the puppets and the songs. Eventually, the department would like to write individual programs to address local needs.

Other programs delivered to school age children and young adults included:

- in cooperation with the State Forestry Division, presented Smokey Bear to the grade school children along with a new video release explaining outdoor fire safety.
- in conjunction with the health curriculum at the Dover Junior High for 6th and 7th graders and the science classes for the 8th grades, fire safety presentations were conducted to educate the students in smoke detection, exiting from the home and home fire prevention safety. The same presentation was given to all freshmen at Dover High School and St. Thomas Aquinas High School health education classes.
- a Lieutenant from the Fire Prevention Bureau participated in Project Graduation, a drug and alcohol free all night event held at a health club in Massachusetts.
- conducted a camping safety program for an overnight camp out with the Girl Scouts. Included in the program was outside fire safety, building and cooking with an outside fire and safe camping.
- conducted an outdoor wilderness first aid program for the Girl Scouts as part of Girl Scout First Aid Day.
- conducted a fire safety talk for the after school program sponsored by the YMCA at Horne Street School and Garrison School.

In addition to providing public fire safety education in the schools, programs are delivered through the community. The following is a list of some of the groups that received fire presentations:

- Langdon Place
- Waldron Towers
- Wentworth Home for the Aged
- American Association of Retired People
- Dover Children's Home
- Dover Group Home
- Continental Cablevision
- Shaw's
- Wentworth-Douglass Hospital Babysitter's Class
- St. Thomas Aquinas Career Day
- York County Arson Investigators
- Cub Scouts and Boy Scouts
- Dover Senior Center
- New England Telephone Safety Day
- WTSN's Open Mike



Photo compliments of FOSTER'S DAILY DEMOCRAT

The following business, industries, and health care facilities received fire extinguisher training which included live fire training:

- Title 1 at Dover High School
- Dover House Health Care
- Langdon Place
- Riverside Rest Home
- Wentworth-Douglass Hospital
- Shaw's
- Northeast Container
- Continental Cablevision
- Seacoast Dialysis
- Davidson Rubber Company

The Public Education Lieutenant, a Governor Gregg appointee to the Governor's Task Force for Fire Safety Education throughout the State of New Hampshire, continues to be involved in the statewide goal of reducing fires and fire related injuries and death. As a result of the work of the Task Force, the state was awarded a grant to receive and install smoke detectors in homes throughout the state.

The department's smoke detector give-a-way program is still in effect. The program, initiated last year, got off to a brisk start but soon leveled off. Hundreds of smoke detectors have been distributed and installed in homes throughout Dover. Anyone wishing to receive smoke detectors for their home need only call the Bureau at 743-6152.



GEORGE GRENIER MEMORIAL FUND

In addition to the city sponsored public education and fire prevention programs, the members of the Professional Firefighters Association, Local 1312, and Professional Fire Officers Association, Local 2909, also participate in many programs sponsored through the George Grenier Memorial Fund. To give you a little background regarding the fund, it was organized in 1962 and was known as the "Activities and Needy Fund." Its purpose was to provide assistance to families and children after fires and during holidays. On October 14, 1972, during Alarm Box #481, Captain George Grenier lost his life in the line of duty. At that time, the Dover Professional Firefighters renamed the fund in honor of Captain Grenier and since then has been known as the "George Grenier Memorial Fund." Since the Fund's beginning, it has grown tremendously and been able to serve the City of Dover in a variety of ways.



During the holidays, the Grenier Fund arranges for special visitors to tour the local nursing homes, hospitals and public schools bringing with them warm wishes for the holidays to come. These special visitors include The Easter Bunny, The Thanksgiving Turkey and Santa Claus.

The Grenier Fund also supports the Fire Prevention program through its use of movies, videos and slide/tape programs. This is aided with special guest appearances by Teddy Ruxpin, Grubby and Sparky the Fire Dog. All these characters enjoy visiting local schools and neighborhood functions to teach children about fire safety.

I would like to express our deepest thanks to the personnel that work so hard on their days off to provide these programs to the citizens of Dover and to all those citizens and businesses who continue to support their efforts.



FUTURE OF THE CITY OF DOVER FIRE & RESCUE SERVICE

Despite the efforts and dedication of our personnel, we still need to put greater emphasis on expansion of facilities, replacement of apparatus, mitigation of hazardous materials incidents, expanded Paramedic coverage and inspection services.

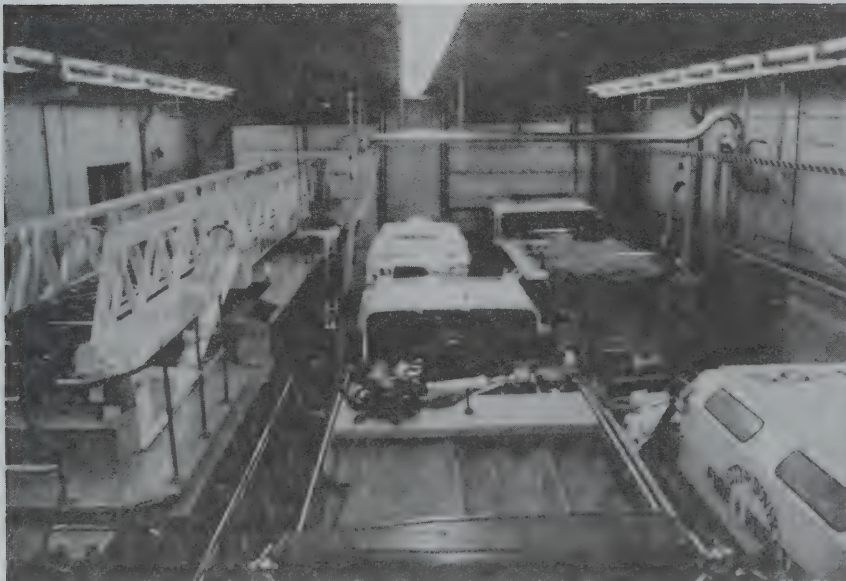
The South End Station is in dire need of upgrading as well as expansion. During the past 10 years, this two bay station has been parking apparatus inside, three abreast, which has reduced the personnel's abilities to function safely as well as properly maintain apparatus. The demand for a northend station continues to surface when one reviews response times and lack of necessary space for the administrative staff to function effectively. In 1974, a five year plan presented to the city manager indicated a northend station should be built in 1977; however, this failed to develop. Construction of this station will have a major impact on improving our present fire insurance classification, and failure to recognize this inadequacy will eventually reduce our classification, which will in turn increase our insurance rates.

The replacement of aging apparatus continues to plague our goal for a reliable fleet. The 1968 and 1970 pumpers as well as a 1976 Squad need immediate replacement and our present boat needs to be upgraded to a vessel that is designed to handle the waters around Hilton Park as well as Dover's rivers and ponds.

Additional efforts will be made this coming year to attempt to comply with federal regulations and national standards concerning hazardous materials. Increased training, acquisition of special tools and equipment and compilation of data are the three most pressing needs for our hazmat problem.

Finally, expanding the ambulance service to provide Paramedic service 24 hours a day and resolving the Fire Prevention Bureau inspection service issue are paramount issues for the coming year. In both cases, decisions will have to be made in order for us to apply ourselves in the appropriate direction.

The City of Dover Fire & Rescue Service will strive to continue the excellent working relationship with the Dover schools, government leaders and community organizations. With their support, we can continue to improve the fire and medical awareness for all the citizens of Dover.



HUMAN SERVICES DEPARTMENT REPORT HEALTH OFFICE, WELFARE OFFICE & YOUTH RESOURCE OFFICE

The Welfare Office received 782 requests for General Assistance in Fiscal 1992 which represents approximately the same number of requests as FY 91. Of this number 687 clients filed applications and 487 cases were assisted at a cost of \$164,305.50. This figure represents a 37% decrease in the cost of Direct Relief as compared to FY 91. These statistics serve to substantiate our "clients" need for budgeting skills, advocacy in obtaining other public assistance benefits, job searching and other areas of supportive service provided through a case management approach to general assistance as a supplement to the financial aid provided by the City.

The City Workfare Program has now completed its second year. One hundred and thirty clients participated in the program resulting in 7,409 hours of work and \$37,043 in reimbursement to the City for welfare assistance rendered. This amount combined with a total cash revenue of \$30,000, from SSI and Medicaid reimbursements and direct client repayment results in the recovery of over 41% of the financial assistance rendered in FY92.

Again this year, the Welfare Office received \$5,00 in Federal McKinney Grant funds to help prevent homelessness. Thirty-four cases totaling ninety-seven individuals were assisted with these monies. Of this number fifty-six were adults and forty-one were children.

The Youth Resource Office completed its first year located in the Teen Center of the Butterfield Gym. The Office continues to provide Alcohol and Drug Counseling to Dover youth. Supportive services are frequently provided to these adolescents in order to help them deal with their problems of daily living in a more wholistic sense.

The Office continues to be subsidized through the 5% Grant monies from the Division of Children and Youth, administered by Strafford County. The availability of these funds, however, has been on the decline, primarily due to State cutbacks in the allocation for County and an ever-growing increase in the number of area agencies requesting funding. There is an ongoing concern that alternate funding sources must be secured to guarantee the continuation of the office as it is now designed. In an effort to meet this goal and to comply the City Council's request for an improved coordination of youth services in Dover, the Youth Resource Office, in cooperation with Dover High School, developed an "in-school" Alcohol and Drug counseling program, which was implemented in January of 1992. This program provided the Youth Resource Office with an additional \$8,300 in funding to be combined with the \$10,500 received from the 5% County Grant to support Dover's programming. The response of the High School staff and students has been very positive and we anticipate that the

number of hours in school will be increased next year.

The Youth staff continue to administer the Diversion Program which has seen an increase this year in referrals from the Police Department and State Juvenile Service Officers. This program could not operate without the perpetual support and interest of the community volunteers who comprise the Diversion Committee.

The Human Service Director also administered \$58,279.75 in subsidy grants awarded to seven local social service agencies. The annual allocations break down as follows:

Strafford County Hospice	\$ 947.00
Squamscott Home Health	32,087.00
Strafford County Community Action	5,206.00
Cocheco Valley Humane Society	1,420.00
Dover Area Senior Citizens	11,284.00
Concerned Citizens for Drug & Alcohol Prevention	3,786.00
Sexual Assault Support Services	3,549.75

All agencies were contacted to discuss programming and review needs. On site visits were conducted when appropriate.

The Health Officer received 101 complaints regarding roaches, rodents, leaking septic systems, heat under 65 degrees, no hot water, faulty plumbing, obnoxious odors and a marked increase in lead paint complaints. 454 inspections were made at restaurants, schools and daycares. 2,977 miles were logged for the year. She is also a member of the Health Board and the Housing Standards Board.

Respectfully submitted,

Janet Poulin
Director

REPORT OF THE DOVER PUBLIC LIBRARY FOR 1991-1992

The public library enjoyed another banner year in Fiscal 1992, even while the effects of the depressed economy continued to have an impact. We saw a growing demand for the materials and services, while being faced with the fiscal restraints made necessary by the desire of the city government to shield Dover's citizens from an increased financial burden at tax time. Careful use of the funds provided and a dedicated staff make it possible for me to report a very successful year.

Circulation and in-house use of materials grew to record levels, at the same time that fiscal limitations had to be met with cuts in the only areas of the budget that provide any flexibility: staff and materials. Staff costs were reduced by closing on Thursday evenings, reducing hours of service from 62.5 to 59.5 per week, and by giving up the part-time position of Evening Custodian. Fewer books were purchased and the number of magazine subscriptions was reduced in order to remain within the smaller materials budget. We look forward to the economic recovery that will permit the slow but steady growth of materials and services enjoyed in the past.

A major thrust of staff activity and accomplishment was in the area of automation. Technical Services librarians and their volunteer helpers passed the 30,000 mark in the year-old project to convert the record of library holdings to machine-readable form. After wires were run, terminals installed, and the staff received training, the on-line public access computer catalog was made available to library users on April 8th, the first step in having a totally automated system. Behind the scenes the technical services staff increased the speed and efficiency of book ordering and cataloging through the use of the latest in computer technology. All this progress took on added significance when it was announced that the company providing the LS-2000, the on-line system now in use and presently housed at the University of New Hampshire, will remove this outdated system from public use in 1994. A search is underway for a replacement on-line system, including discussions with UNH on the feasibility of a joint venture.

The start of the fiscal year and the summer reading program coincide, so the Children's Room staff begins each year at a frantic level of activity that doesn't let up until mid August. Preparations for the program took place during a period of budgetary uncertainty, so a pre-packaged statewide program, "Some Enchanted Reading", was used instead of the more intensive and involving program our staff enjoys presenting and the public has come to expect. Three hundred school-age children participated, reading thousands of books during the summer and enjoying a visit of "The Little Red Wagon" at the wrap-up party. Emphasis shifted to pre-school children when the school year began, with five series of six separate story times each week being offered for children age two to six during the course of the year. The popularity of these six week sessions is attested to by the fact that they always fill within less than an hour after registration begins. Other staff activities included the creation of several bibliographies on a variety of subjects, which help to bring together the young reader and the book he or she needs, and hosting the semi-annual meeting of over one hundred New Hampshire children's librarians. The installation of a separate telephone line and an air conditioning system made it possible to give better service to the many thousands of children and parents who visit the room.



(Left) Lessons on the on-line Catalog

(Bottom) New reading area in Library addition



The library's book collection numbered 88,070 at year's end. Additions totaled 6,143 books, including 1,303 paperbacks, and 5,357 books were withdrawn from the collection. Available to the public are 799 video tapes, 939 recorded books-on-tape in the adult area and 480 in the Children's Room, 241 different magazines, and 19 newspapers. Circulation reached a total of 284,365; 166,602 from the adult area and 117,763 from the Children's Room. The growth of the database listing library holdings in New Hampshire, and its increased use by all types of libraries resulted in a dramatic increase in interlibrary loan activity. We borrowed 401 items, while lending 1,269 items to other libraries. Our library is serving well not only in Dover but across the state.

The year ended with a solution in sight to the long-standing problem of inadequate parking for library users, with heavy equipment on site removing the deteriorated surface of the lot and preparing to execute plans for improved and expanded parking.

Another continuing problem addressed was the non-return of borrowed library materials. Even with the large expenditure of money for postage and staff time required to notify over seven thousand borrowers of overdue material, thousands of dollars worth of material is never returned. With the helpful co-operation of Dover's Police Department in enforcing the state's law on the subject, flagrant violators were sought out, and brought to court when necessary, in a successful effort to protect the public investment in the library's collection.

The public library was fortunate to again enjoy the encouragement and support of the people it serves, including its Friends group, volunteers, and the general public. The support of the various civic organizations, the Tasker Funeral Home, and the many people who made cash donations totaling over twelve hundred dollars should be noted, as it is needed and appreciated.

The friends of the Library continued to be generous with both time and money. In addition to sponsoring a variety of programs for the public to enjoy, they used their treasury to add a family pass to the Boston Museum of Science to the list of museum passes they already provide, to purchase a 27 inch television set for public programs, and to refurbish the staff room.

The volunteers recruited and trained by the staff gave over four thousand hours of free service this year. Without them the computer conversion project could not have moved ahead, the processing of new materials would have slowed dramatically, and any number of services the public takes for granted would have been done more slowly, if at all.

We must note the death in August of library trustee Chester E. Tracy. He gave unstintingly of his time and enthusiasm, and his devotion to the library was complete. It is with the encouragement, understanding and support of people like Chet, his fellow trustees, and so many of the people of Dover that the library is able to fulfill its proper role in serving our city.

Respectfully submitted,

Donald K. Mullen, Director



LIBRARY VOLUNTEERS AT WORK



CHILDREN'S STORY HOUR ABOUT TO BEGIN

ANNUAL REPORT 1992
PLANNING AND COMMUNITY DEVELOPMENT DEPARTMENT

ENTERPRISE PARK

Promoting economic development is the leading goal for the Planning Department. The Department has been working with the Dover Industrial Development Authority to establish Enterprise Park on upper Sixth Street. The industrial area of the park is now complete and ready for occupants. The planning, permitting and construction process for the industrial park was very time consuming but was completed during the past year. Specific tasks in the process that were completed by the Planning Department include:

- o conceptual layout of the industrial park;
- o design of 3000' of road and over 7000' of water and sewer lines;
- o delineation and flagging of 10 miles of wetland boundary;
- o application for state and federal wetland permits;
- o applications for state permits on water quality and erosion control;
- o negotiations and acquisition of utility and road easements;

GENERAL PLANNING

Several general planning projects were accomplished during the year as well:

- o An engineering design and construction specifications were prepared for three ballfields and an irrigation system at Maglaras Park.
- o Preliminary designs were prepared for parking lots behind the library and on Portland Street.
- o Traffic studies were performed on the Central/Silver and Central/Oak intersections that provided the basis for engineering designs and new traffic signals. These physical improvements will be completed in the Spring, 1993.
- o Four applications were prepared and submitted to the New Hampshire Business Finance Authority. Two of these applications proposed the selling of the commercial loans issued by the Community Development program and the transfer of DIDA's debt obligations that resulted from developing Enterprise Park. If approved, the City's commercial loan program would be recapitalized and capable of granting new loans. DIDA's bonding capacity, furthermore, would be restored and available for new projects. The remaining two applications sought loans to finance the construction of a regional district courthouse and the environmental cleanup of the Clarostat Building. All four decisions are pending.
- o Applications for state and federal wetland permits were prepared for several City capital improvement projects.
- o A grant application was submitted to the NH Coastal Program to fund site planning for the Cocheco riverfront, but was not approved.
- o The staff testified in defense of the City in three court cases, all of which were decided in favor the the City. Two of the cases proceeded to the Supreme Court before reaching the definitive verdict.
- o The Department continues to work with the NH Department of Transportation on several projects. The Route 9/155 intersection is in the final stages of engineering and property acquisition. Construction will

likely begin in the Spring, 1993. Week's Traffic Circle project is in the final engineering stages. Right-of-way acquisition will likely begin in late 1993 or early 1994. Construction is scheduled to begin in 1995.

- o Planning and permit applications for Exit 8A have been placed on hold pending the outcome of the transportation study for Pease. Planning for this project proceeded to the point of NH DOT requiring a conceptual layout of the ultimate build-out of the Spaulding Turnpike. The Pease AFB transportation study includes an analysis of the Turnpike and may produce the same conceptual layout that would otherwise be required of the City. Therefore, the Department is monitoring the progress of Pease report and may be able to avoid the cost to the City of preparing the conceptual layout. Planning for the new exit will be renewed once the conceptual layout is created.
- o The east-west highway (Concord to the tri-cities) project has proceeded slowly. The number of possible locations for the road has been substantially reduced. The City has advocated the upgrade of existing highways between the tri-cities and Northwood. This scenario could result in Route 9 being upgraded and terminating at a new Exit 8A; a new spur being constructed from Route 125 to a new Exit 10 and Route 202 being upgraded into Rochester. These existing roads could funnel into a new four-lane road in the Northwood vicinity for the remainder of the distance to Concord. Funding for the project will be exhausted however, before a final road alignment will be selected and completion of the study is contingent upon additional appropriations by the State.
- o The Department also continued to represent the City on the East-West Highway Advisory Committee, Seacoast Metropolitan Transportation Organization and the Pease Surface Transportation Committee.

GEOGRAPHIC INFORMATION SYSTEM

The Geographic Information System (GIS) continues to evolve as a tremendous planning tool. All of the design and engineering for Enterprise Park was completed on the GIS. Other GIS projects included:

- o A pilot project for sidewalk maintenance for the Engineering Division of Public Works. This project provides a computerized database relating to sidewalk conditions to allow sidewalk maintenance to be managed more efficiently.
- o Boundaries for new City wards were developed according to the 1990 Census data.
- o Baseline data and base maps were provided for several prospective companies who were looking at Enterprise Park.
- o The Department acquired a digitizer and is in the process of updating the database by digitizing new subdivisions and boundary adjustments.

COMMUNITY DEVELOPMENT

The City of Dover is a designated Entitlement Community by the U.S. Department of Housing and Urban Development and receives an annual allocation of Community Development Block Grant Funds (CDBG). This year's Entitlement was \$320,000, with \$9,500 in program income, for a total of \$329,500.

There is a range of eligible activities for which these funds may be used by the

municipality which include: acquisition or disposition of real property, construction of public facilities and improvements, clearance of dilapidated structures, provision of public services, completion of urban renewal projects, removal of architectural barriers to handicapped individuals, construction of privately owned utilities, rehabilitation of houses and apartments, code enforcement, historic preservation, direct economic development assistance, and planning.

This year saw the installation of the Planning Board as the overseer of the CDBG budget and appropriations. The staff created a new Citizens Participation Plan to accompany Dover's change from a Citizens Advisory Committee to the Planning Board.

Staff prepared HUD's five year Comprehensive Housing Affordability Strategy (CHAS) which outlines the City's housing needs, sets priorities and establishes programs to meet these needs. To assist in developing the CHAS an advisory committee was created that included representatives from human service agencies and housing advocacy groups. The top priorities identified in the CHAS include: increasing emergency and rental housing assistance for low income citizens; providing assistance for housing acquisition and rehabilitation; and, providing support services for the first time home buyer. The CHAS will be updated on an annual basis and a yearly performance report will be provided to determine the effectiveness of the strategies outlined in the plan.

Other activities completed during the past year by the CDBG program include:

Aids Response of the Seacoast

Provided \$10,000 of funding to services for AIDS infected persons.

Field of Dreams

Provided \$44,000 of funding for the construction of a recreation area in the Dover Housing Authority neighborhood. The park includes a baseball field, track, and basketball court. To date, the engineering portion and most of the ground preparation and drainage system have been done for the ball field.

A Safe Place

Provided \$8,500 of funding to services for battered women.

Strafford CAP

Provided \$4,200 of funding to publish a human services directory for Strafford County.

Dover Adult Learning Center

Provided \$33,120 of funding for new lighting, windows, and handicapped access in the current facility or for leasehold improvements in a new facility.

Housing Rehabilitation

Two single-family homes and 59 apartments were renovated under the Housing Loan Program. The renovation of eight additional units is in progress.

Economic Development Loans:

Funding was provided for a start-up manufacturing business that located in

Crosby Road Industrial Park as a result of the loan. This company is producing a prototype safety device for boats and is displaying great potential for a much needed product.

This program also provided partial financing for the expansion of a facility that houses an established Dover company. Completion of the expansion will provide space to house 50 new employees the company plans to hire as soon as space is available.

Three additional applications are currently being reviewed by the staff.

BUILDING INSPECTION DIVISION

Construction activity during the period of January to October, 1992, resembled the activity level of the prior year. Through October of 1992, 320 building permits were issued compared to 285 for the same ten month period of 1991. 340 electrical permits were issued compared to 397 in 1991. Plumbing permits were issued for 129 projects compared to 122 in 1991. Over 2,600 inspections were conducted by the Building, electrical and Plumbing Inspectors through October, 1992, versus slightly more than 2,400 in 1991. The graphs below illustrate comparative construction values and quantities of permits issued for recent years.

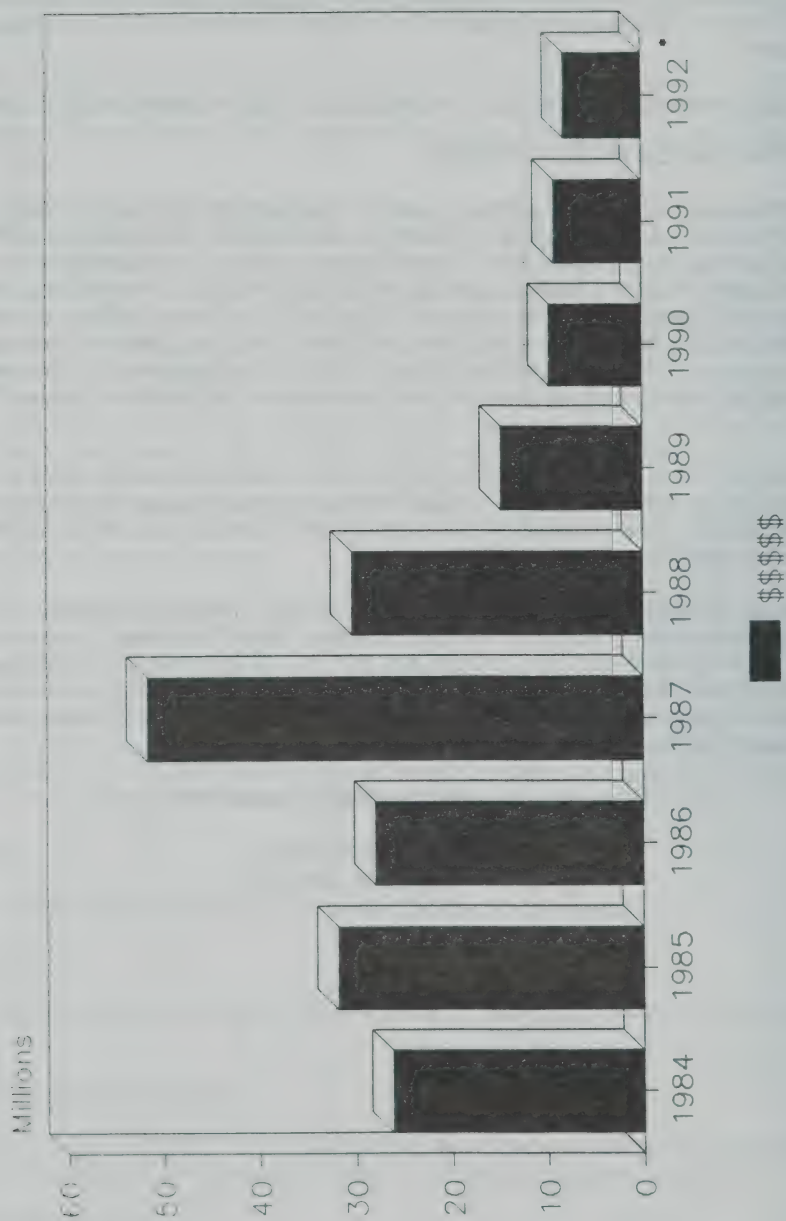
The Building Inspector is surveying City-owned buildings and facilities for accessibility to handicapped individuals as required by the Americans with Disabilities Act. The results of the survey will identify corrections that need to be made to comply with the ADA.

In the area of staff development, the Building Inspector attended a five-day course in structural design, and the Building and Plumbing Inspectors passed examinations to become certified by the Building Officials and Code Administrators International. The purpose of the certification process is to verify nationally recognized knowledge, competence and professionalism in the application of construction codes.

Respectfully Submitted

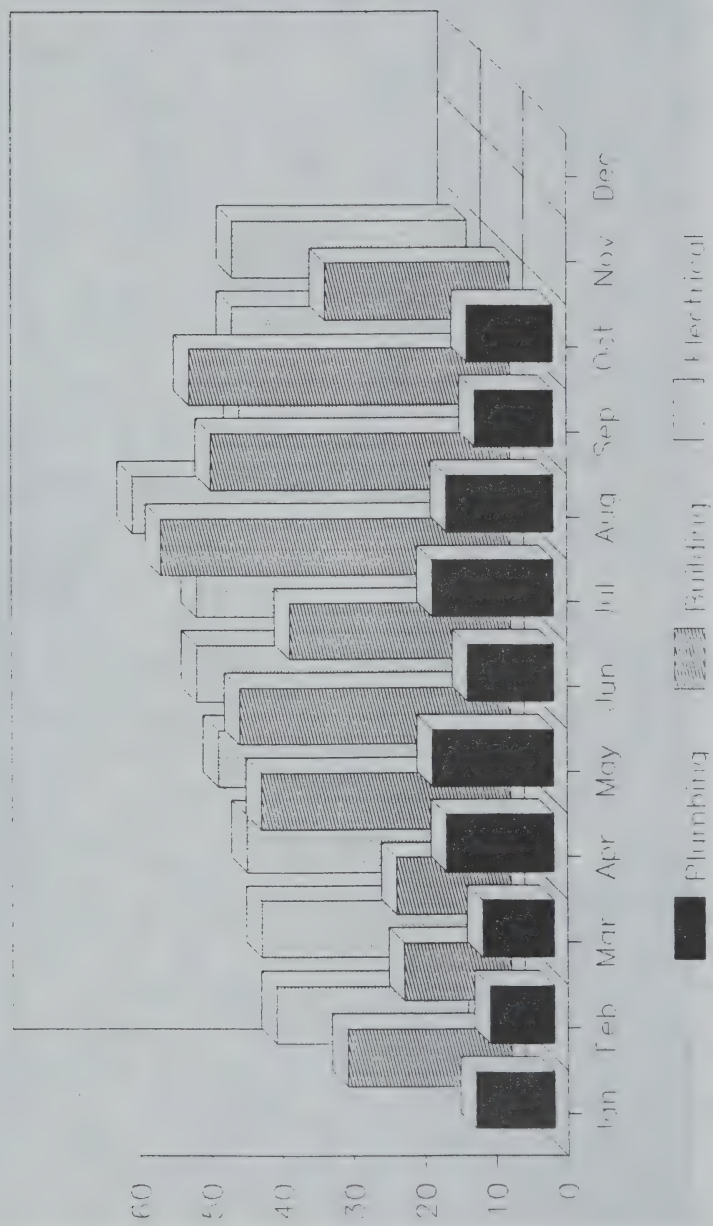
Williams Collins,
Planning Director

Construction Values

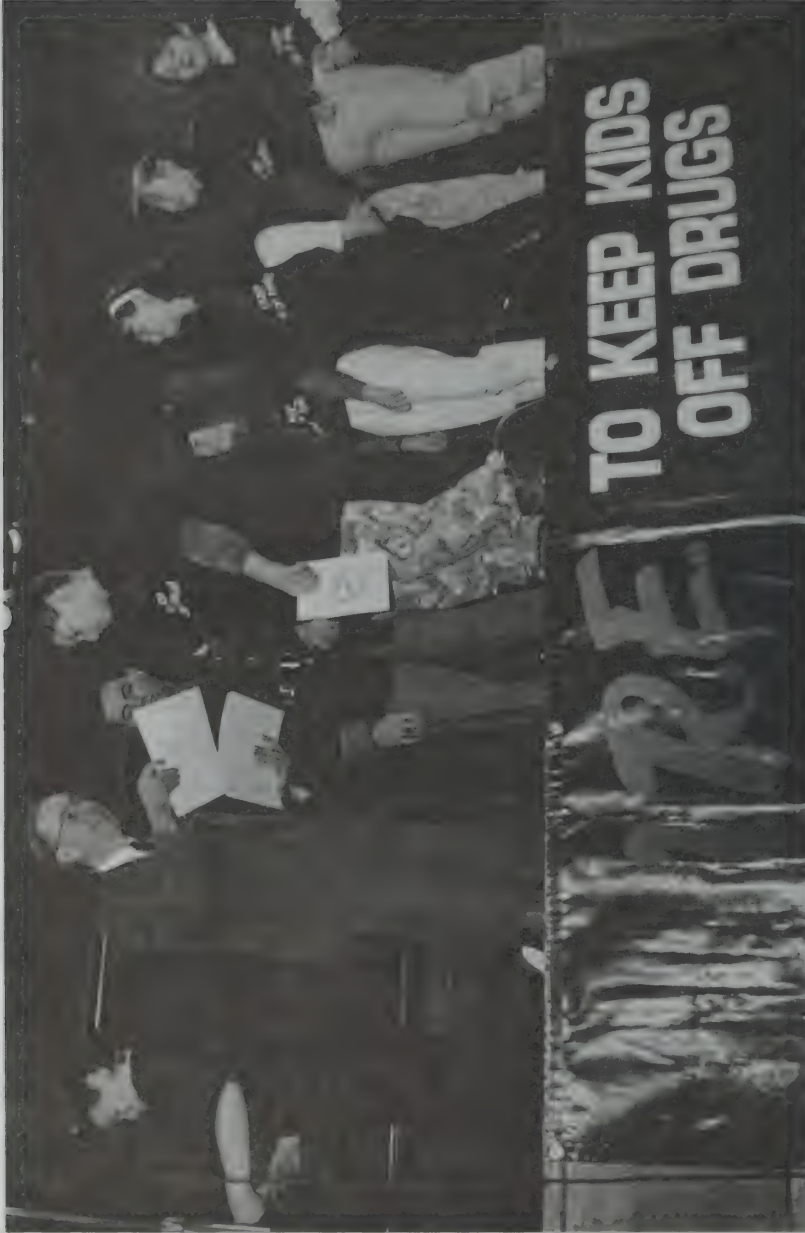


* 1992 – actual through Oct., projected for Nov. & Dec.

Permits Issued 1992*



* 1992 Data



Dr. Daley, Superintendent of Schools and Police Chief William Fenniman award certificates to Dover's 5th and St. Mary's 6th graders during a DARE graduation.

FY 91-92 ANNUAL REPORT
&
1991 ANNUAL ACTIVITY SUMMARY

General Activity

During calendar 1991, the Public Safety Communications Center received 26,497 calls for service, about the same as was received in 1990. Additionally, the Communications Center made over one-half million radio transmissions and 173,633 inquiries on the State Police on-line telecommunications system, a significant increase over last year.

Criminal Activity

Statistics: There were 2,655 crimes reported during 1991, with 1,080 classified as Part I (most serious) crimes. Part I crimes decreased 13% over the calendar year, primarily as a result of decreases in the number of thefts, auto thefts and assaults.

The Dover Police Department investigated 79 burglaries during the year. This was the second year in a row that the total of combined residential and commercial burglaries was held below 100. This is extremely low for a community of this size and represents a significant improvement of the burglary rate in Dover over the past. By comparison, during the four year period from 1977-80 the average number of burglaries totaled 294 per year. Despite growth and development in the community, the burglary rate in Dover has been held to less than 100 in six out of the last ten years.

During 1991, there were 965 arrests, with 821 of those being adult offenders. There were 144 juveniles arrested for criminal offenses, which resulted in 148 criminal offenses being cleared. These arrests resulted in 4,836 cases being brought to Court by the Police Department. Of these cases brought, the police Prosecutor conducted 232 trials at the District Court level.

Investigations: The Special Investigations Bureau was responsible for investigating a wide variety of serious crimes in 1991. During the previous year, the Bureau investigated 6 homicides in Dover. Although the department investigated a number of deaths in 1991, none of them were ruled homicides. This trend was immediately broken in the first month of 1992 when a local Dover man was arrested for the stabbing death of his roommate on Everett Street.

The investigation of illegal drugs continues to be a high priority, and the department continues to work very closely and very successfully with the New Hampshire Drug Task Force. During this year, 34 individuals were arrested for Sale of a Controlled Drug, and increase of 42%. An additional 29 persons were arrested for Possession of Controlled Drugs.

In February of 1991 the department concluded a multi-jurisdictional drug case conducted with the Rochester and Somersworth police departments. Charges were brought against 28 individuals for the Sale of Controlled Drugs throughout the area. In addition illegal drugs were seized including marijuana, cocaine and blotter acid (LSD).

Also in February, the Special Investigations Bureau executed a search warrant

at a residence on St. Thomas Street which resulted in the seizure of 21 marijuana plants being raised in an indoor "grow operation". One individual was also arrested for raising the marijuana. In September of 1991, members of the Special Investigations Bureau closed down an outdoor marijuana growing operation of Cocheco Street. Several plants awaiting harvest were seized along with equipment and paraphernalia associated with the cultivation of marijuana.

In another case that emphasizes the need for cooperation between police departments across jurisdictions, a Dover undercover officer was able to infiltrate a crack house in Portsmouth. This investigation led to the purchase of crack cocaine and eventually to the arrest of two individuals for distribution of this very dangerous substance.

In January, the Strafford National Bank on the Miracle Mile was robbed by two individuals who stole approximately \$25,000. Two suspects responsible were arrested a short time later and the money was recovered. Both individuals had lengthy criminal records and one had seven prior convictions for bank robbery. In a different investigation, a local realtor was arrested in April for the theft of \$141,000 from a trust fund for a former employer. A conviction resulted and restitution has been ordered in this case.

During 1991, robberies decreased significantly. There were only four robberies during this time. However, one robbery that did occur was a particularly repulsive offense. In November, an elderly Dover man was severely beaten and robbed in Henry Law Avenue. After extensive investigation by this department, three adult males were arrested and charged with this crime. As of this writing, all three have been convicted. Two have been given prison terms of five and six years, and the third is awaiting sentencing.

Traffic and Parking

Traffic: The Department has tried to coordinate the various parking and traffic activities it has been involved in over the years into a unified and comprehensive traffic management program. During 1991, there were 14,416 vehicles stopped for motor vehicle violations, resulting in 3,601 summonses being issued. Of these summonses, 1,163 were for speeding. Additionally, there were 114 arrests for Driving While Intoxicated. The Dover Police Department has applied for and received grants totaling \$6,000 from the New Hampshire Highway Safety Agency to be used exclusively for DWI enforcement.

Also during this year, the department initiated a drug recognition program. Officer William Simons attended a Drug Recognition School that trained him to identify the signs of drug use in an impaired driver. Officer Simons is one of only 16 officers in the State that have received this intensive training, and he is also one of only four Drug Recognition instructors in New Hampshire. As a result of this program, Dover was the first community in the State to obtain a conviction for Driving Under the Influence of Drugs, utilizing Drug Recognition testimony as evidence.

The department emphasized the enforcement of laws relating to pedestrians, particularly in the downtown areas. The department conducted directed patrols to identify violators in that area and a large number of warnings and summonses were issued. In addition, the department launched an education campaign directed at both pedestrians and motorists. One part of this campaign was a

cooperative venture between Domino's Pizza and the police department. Under this program, motorists stopped for non-pedestrian offenses were given yellow coupons reminding them of the pedestrian related laws and cautioned them to yield to pedestrians. These coupons could be redeemed for discounts on Domino's food products.

The department received a grant this year from the New Hampshire Highway Safety Agency that allowed us to lease a 1992 Harley Davidson police motorcycle. The purpose of this grant was to allow for the enforcement activities for which a motorcycle is particularly suited and to conduct education programs related to the proper use of motorcycles. The motorcycle safety education programs are currently in the planning stages. The enforcement activities have already begun. During the first three months of its use, the motorcycle unit averaged approximately 200 motor vehicle stops per month.

Largely as a result of these aggressive enforcement efforts, accidents in the City of Dover have dropped dramatically during this reporting period. During 1991, the police department investigated 855 traffic accidents with 238 of those being classified as serious property damage or personal injury accidents. This figure represents a 20% reduction over the same period in the previous year. Over the past year, the police department has embarked on a comprehensive safety belt use campaign. As a result, voluntary seat belt use has increased dramatically throughout the City of Dover (see separate box). The large reduction in personal injury accidents is largely attributed to the scope and effectiveness of the safety belt use campaign.

Parking: There were 16,776 first notice parking violations issued in 1991. Parking revenue collected during the year totaled \$275,576, an increase of 5%. The police department has always used a variety of means to attempt to collect unpaid parking violations. During this year, the department continued to use vehicle immobilization equipment that can be attached to the vehicles of individuals who have four or more outstanding parking tickets. In cooperation with the Tax Office, the police department also prevents the registration of vehicles where the owner has not paid outstanding parking tickets.

In a new effort to attempt to collect old parking tickets, the department has contracted with a private collection agency. The City pays this agency a set fee and the department turns over information on outstanding violations. The agency guarantees to return three times the value of the contract price to the City.

Community Services and Education

During this year, the department has maintained its traditional ongoing community programs. In December, over 100 food baskets were delivered to needy families throughout the City. This annual program has been conducted each year for the past 20 years. The 8th Annual Flatfoot Road Race was conducted in September. Over 400 runners participated in this event, including 40 youths age 14 or under. The department also continued its programs related to crime watch, neighborhood watch, trading cards for children, fourth grade pen-pal program, tours of the agency, public appearances, safety presentations at public events, the Law Enforcement Torch Run for Special Olympics, and the Women's Safety Program to prevent rape and sexual assault.

The department initiated several new programs during this year. In January of

1992, the police department initiated its law enforcement explorer post. The explorer program was designed for High School aged youths who have an interest in police work or law enforcement. The youths involved in the post receive training two times each month on police or law related topics. In addition, the explorers assist the police department in conducting a wide variety of community related events and programs. The youths are also allowed to observe police operations in the Communications Center and other areas of the department.

The department also conducted a new program for young teenage girls. This program focused on the risks of sexual assault and date rape. Another significant program under development at this time is the Field of Dreams Recreational Facility being built at the Dover Housing Authority. This project was initially proposed by Dover Housing Authority Liaison Officer Mark Leno. The project envisions a multi-sport recreational complex in the area between Hampshire Circle and the Cocheco River. During this year, a community development block grant was received to fund the initial design work and preliminary construction. The police department, working in cooperation with the Dover Housing Authority, was able to complete design work and obtain the assistance of the Army Corp of Engineers. The army will be constructing the ball field portion of the complex as a training project. At this writing, the field is under construction.

The 1991-92 school year was the first complete school year for the implementation of the department's comprehensive DARE Program. The department obtained training for a second officer and both officers worked in the City schools throughout the year. One DARE officer's salary is paid for by a federal drug elimination grant. Donations from businesses and individuals pay for all school and classroom supplies necessary for the program. During this year, the full 17 week DARE curriculum was provided for all students in the City's fifth and sixth grades. In addition, the 5 week DARE Program was provided for all students in the City's first and third grades. This drug education program was provided to approximately 1,800 Dover school children in 1991-92.

We were also able to provide the DARE Program for the freshman class at Dover High School. This was made possible when DARE Officer Toby O'Brien was selected as the first DARE Officer in the State of New Hampshire to receive the new DARE High School curriculum training. This one week training program was held in Springfield, Illinois and was paid for through grants. The High School Program is done in cooperation with the health teachers at the High School.

The Community Services Bureau developed a DARE Parents Program in cooperation with the Garrison School PTA. This one evening three hour event provided parents with information on the appearance of drugs and drug paraphernalia, and instructed them on ways to support the efforts of the DARE Program at home.



The Police Department initiated the
Drug Abuse Resistance Education Program (DARE)
in all city schools in 1991.
(Photo: with permission of Foster's Daily Democrat)

Other Activities of Interest

The department has completed full implementation of its computerized field reporting system utilizing laptop personal computers. This system utilizes specialized reporting formats for each of several specific crime types. This program has been highly successful and has improved the output of officers in a variety of ways. Not only are the reports themselves much neater than the old hand written versions, but the officer has reference material immediately available to him through the use of "help screens": and the officer is automatically reminded of appropriate investigative steps and critical information that must be collected during the investigation.

For the first time in its history, the Dover Police Department has obtained a Police K-9. Drigon, the police dog, was purchased with forfeiture funds in 1991 and he and his assigned officer have been attending training. Drigon will be eventually capable of conducting searches for suspects or missing persons, as well as detecting drugs in a building or vehicle.

DOVER CRIMELINE

Effective on October 1, 1991, Dover Crimeline Inc. initiated business as an independent non-profit organization. Dover Crimeline consists of a volunteer Board of Directors comprised of business and community leaders. The Chairman of Dover Crimeline is Stanley Robbins of Robbins Auto Parts.

Dover Crimeline takes anonymous telephone calls at its advertised telephone number regarding crimes that occur in and around the Dover area. The Crimeline Board of Directors can make cash rewards up to \$1,000 for information leading to the arrest or indictment of individuals, or for the recovery of stolen property. Crimeline takes the caller's information and provides them with a confidential identification number. Their name is never requested. The information is then passed to the Dover Police Investigators and the leads are followed up.

In addition to investigating leads that are provided by Crimeline callers, the police department also helps Crimeline Inc. by letting them know when information has been successfully developed. The department also provides Crimeline with information on various crimes that can be highlighted and distributed through their media outlets.

During its first nine months of operation, calls to Dover Crimeline resulted in the initiation of 92 cases, 44 of which were felonies. Ten Crimeline cases have been solved as a result of information provided, resulting in 13 felony arrests and five misdemeanor arrests. In addition, \$27,500 in stolen property has been recovered.

For example, over the past few months, Crimeline tips have resulted in the recovery of a set of wheels and tires from a vehicle in Dover, the recovery of two stolen vehicles, and assisted in the apprehension of a suspect involved in the robbery of a Dover man on Henry Law Avenue.

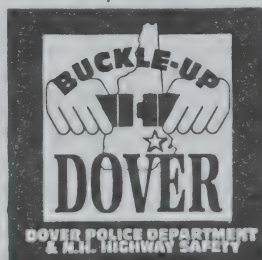


COMPREHENSIVE SAFETY BELT EDUCATION ENFORCEMENT PROGRAM

In 1991 the Dover Police Department initiated a broad multi-faceted safety belt use program. This effort included a variety of innovative activities and attempted to involve a variety of community groups, schools, businesses and other agencies. The result was a model program that has received wide regional recognition. The major components of this program include:

- * Letters sent to all new parents in Dover with information on the New Hampshire Child Restraint Law.
- * Letters to persons warned for violating the child restraint law informing them of the statutory requirements and other information on child safety seats.
- * A program that provides for an educational option for individuals that have been issued a summons for a violation of the Child Restraint Law.
- * The department possesses the only "Convincer" crash simulator in New Hampshire. Persons are allowed to experience a simulated ten mile per hour crash.
- * Created two crash dummy costumes similar to the "Vince and Larry" costumes. These are used in parades, demonstrations and other public events.
- * Installed over 50 signs reminding individuals to buckle up and obey the child restraint law.
- * Five thousand motorists were provided information on seat belt use at safety checkpoints throughout the City.
- * Information and education materials were placed on the windshields of over 6,000 vehicles parked in the downtown area.
- * A public service announcement was developed by St. Thomas Aquinas High School students in cooperation with the DPD Traffic Bureau. This announcement won a national award.
- * Six Dover officers were trained as occupant usage and enforcement instructors.
- * Initiated a "Saved by the Belt" club.
- * Developed a positive reinforcement program with local businesses, such as the Dover Burger King, providing rewards for individuals identified using proper occupant restraints.
- * Conducted occupant protection courses with local businesses, service clubs, and other organizations in an effort to reach the nationally recognized goal of 70% voluntary usage level.
- * Conducted two extensive programs at the local high schools to increase the usage of seat belts by students through an incentive program. Over 2,000 students participated.

The City of Dover was the first City in the country, in a State without a mandatory use law, to receive a "70% by '92 Award". In addition, the Dover Police Department's Safety Belt Use Program was a large part of the overall traffic safety program, which also included DUI enforcement and education, pedestrian safety programs, bicycle safety, directed enforcement and traffic analysis. As a result of these activities, the Dover Police Department was recently recognized by the National Highway Safety Administration as the first agency in the State of New Hampshire to have a designated Comprehensive Traffic Safety Program.



ANNUAL REPORT

DOVER PARKS and RECREATION DEPARTMENT July, 1991 - June, 1992

It was a challenging year for the Parks and Recreation Department as we faced spending and hiring freezes. The staff, in response to this challenge, has continued to work very hard in order to maintain our existing services.

Of particular note this past year was the accomplishment of Dover resident and Olympic swimmer Jenny Thompson. Jenny, a member of the Seacoast Swim Association and a frequent user of our pool, set a world record during the Olympic trials. As such, she was guaranteed a seat on the U.S. Olympic Swim Team. In early spring, the national news media began their coverage and it was not unusual to see TV cameras filming the pool and the downtown area.

We are also proud to recognize the achievement of Suzanne Meadows, Chairman of the Parks and Recreation Advisory Board. This past year Suzanne was presented the "Arthur Tufts Distinguished Citizen's Award" for her support and dedication to the city and state parks and recreation programs. Suzanne has been instrumental in guiding the success of our many programs. Congratulations to both Jenny and Suzanne!

LEAGUE SPORTS

Participation in all of our sports leagues has doubled in the last few years. We have been fortunate to have the help of many volunteers in coordinating these programs. We have continued to provide support to the various leagues with coaches' training, field/facility schedules, and administration. Our Assistant Director, Gary Bannon, was responsible for scheduling and training. In order to utilize our fields, it is mandatory for all youth coaches to be certified. Through Gary's efforts, an impressive one hundred thirty-eight coaches, representing eight organizations, were trained and received the National Youth Coaches Certification.

PARKS

The Parks Division, under the supervision of our maintenance foreman, Dick Cote, was responsible for the maintenance and upkeep of all of our parks, facilities, playgrounds and ballfields. In addition to their daily tasks, Dick and his maintenance staff rebuilt one of the foot bridges at Bellamy Park. This project included replacing timbers, decking and the construction of a new railing system.

At the Woodman and Applevale parks, the play structures had to be dismantled because of their unsafe conditions. Replacement of the Applevale equipment is included in the Parks/Playground Capital Improvements Program while there currently are no plans to replace the Woodman Park equipment. At Maglaras Park, a land survey was completed to determine the location of the Park's boundary. The Engineering Department helped with the specifications and construction of a new access road and the Planning Department assisted with the drawing of plans specifications for the construction of three recreation fields. Although construction was expected to begin in late summer or early fall, it is now on hold.

Unfortunately, over the Labor Day weekend, one of the pick-up trucks and the majority of our tools were stolen from the garage. Although the truck was found

abandoned in Massachusetts, most of the tools, a two-way radio and other miscellaneous items were never recovered. Fortunately, most of these items were insured and have subsequently been replaced.

PLAYGROUND

Larry Hitchcock coordinated and supervised our summer playground program. Five hundred thirty (530) youths, ages 6 through 16, were registered in the program. Thanks to donations received from Liberty Mutual and Spinelli Companies, Inc. and the availability of work study monies from the University of New Hampshire, we were able to open all of the neighborhood playgrounds. Previously, budget reductions and the economy would have required the closing of these playgrounds. Despite our fundraising efforts, we were still forced to curtail the weekly trips to the state parks, and the Cochecho Arts Festival children's performances in Henry Law Park had to be canceled.

Overall, the playground staff did a fine job providing a safe and fun program for eight weeks. A typical day began in the morning with activities in the neighborhood playgrounds. In the afternoon, the youths were bused to Guppy Park pool for swimming, softball, arts and crafts, and other miscellaneous games. The youths participated in the Hershey Track and Field Meet in Rochester and other special events including a carnival, ice cream smorgasbord and dances. Monies raised during these events were used to help fund the annual trip to Canobie Lake park.

A new addition to our playground program this past year was the participation of the Dover Police Department's D.A.R.E. officer, Toby O'Brien. Our cooperative effort was so successful that it resulted in the development of the Teen Adventure summer program for the following year.



TEEN MOUNTAIN TRIP WITH D.A.R.E. OFFICER

TENNIS PROGRAM

Katie Grimes provided youth and adult tennis lessons this past year. The program was held at the Woodman Park tennis courts for four two-week sessions. All skill levels were taught and lessons were filled to capacity.

A Fourth of July tournament was held for adults at the Dover High School tennis courts. A tournament for all participants in the instructional program was also held at the end of the season. Team Tennis, sponsored by Domino's Pizza, was held at the Dover High School courts. This program is becoming very popular. The participants are mostly adults who like a competitive but relaxed tennis program. It is offered to all ages at various levels of play.

BUTTERFIELD GYM

Two offices were constructed adjacent to the Teen Center to accommodate the two Drug and Alcohol Youth Counselors. They were relocated from the Court House to our facility. This allowed the Human Services Department and our department to share resources and subsequently provide better services to the youth of our community.

The Teen Center was very active with twenty to thirty youths attending on a daily basis. Field trips, craft projects, Christmas Parade float, and Teen Overnight were all offered during the course of the year.

While waiting for their gym to be completed, St. Mary's School's physical education classes continued to use our gym. During the warmer months they held classes in Henry Law Park. Berwick Academy and My School rented the facility on a regular basis for a structured activity period. Kinder Gym, a program for pre-school children, was very popular.

Halloween activities included a window painting contest. The local businesses were very supportive in donating the use of their windows and prizes. On beggars night, a spook carnival was held in the gym for the younger children. A teen dance for the older children was held later in the evening.



SPOOK CARNIVAL HALLOWEEN, OCTOBER, '91

The Children's Living Christmas Tree lighting was held the week following the Christmas parade. Everyone was invited to the gym in the afternoon to create their own decoration for the tree. Caroling was led by Nancy Scharff and chorus groups from the local elementary schools participated. The ski/skate sale was held the first weekend in December. The Dover High ski team helped us with this event. This continues to be a successful fundraiser for them and for us.

A vacation camp was held during the February and April school vacations. Twenty to thirty youths spent the week swimming, skating, doing arts and crafts, and playing games in the gym. Field trips were also provided during each school vacation week.

The demand for the gym and weight room continues to be on the rise. Activities provided include basketball, volleyball, aerobics, floor hockey, indoor soccer tournaments, and private rentals. In addition to the Butterfield Gym, we have utilized the Jr. High, Woodman Park, Horne St. and Garrison school gyms on a regular basis.

INDOOR POOL

Peg Richardson was responsible for the operation of a safe and enjoyable summer Learn to Swim program. Programs were available for ages six months through senior citizens. Scholarships for swimming lessons were available for those who qualified.

The pool was closed for two months in the fall for renovations. The ceiling in the lobby area was sandblasted and sealed. The bottom of the corroded support columns on either side of the pool were reinforced and restored. The interior of the swimming and diving pools were renovated and tiled. Because of the economy and not needing to sandblast, the bids came in significantly below the original estimates. By the end of October, the pool was back in operation. Unfortunately, we soon experienced some serious problems with the dehumidification system. The malfunctioning unit has required considerable attention, costing both time and money. A recommendation was made to use the remainder of the pool renovation money to purchase and install a new unit that would be more efficient and cost effective. This was presented to the Fiscal Impact Committee in April.

New starting blocks were purchased in May to meet the new diving safety height/depth regulations. The older ones could not be used at the indoor pool but will be used at the deeper end of Guppey Park pool.

Several schools used the indoor pool facility for physical education programs and field trips. The winter/spring season included swimming lessons, water aerobic classes, competitive swimming, and private rentals. Special events this past year included a Haunted Lagoon on Halloween, and the annual New Hampshire Special Olympic Swim Meet.

During the Special Olympic swim meet, there were 100 swimmers and divers competing at our facility. A free lunch was served at the Elks Hall after the competition and the "Victor Zetterberg Award" was presented to Butch Frank, a long time volunteer at the swim meet. This event is greatly supported by many organizations and volunteers. We are very grateful for this and wish to thank the citizens for their continued support.

GUPPEY PARK POOL

This past year Alison Spohrer and her staff were very busy maintaining a clean and safe facility at the Guppy Park pool for all to enjoy. The average daily attendance at the pool was well over 400 swimmers. This included the playground program, Camp Sun 'N Fun, competitive swimming, lifeguard classes, water carnival and public swimming. In July, swimmers from all over New England attended a regional qualifying meet and in August, swimmers from throughout New Hampshire attended the Granite State Swim Meet at the Guppy Park pool. During the state meet, over forty area campsites were rented. Also of note this past year was the purchase and installation of a pool blanket and water heater by the Seacoast Swim Association. This has enabled us to fully utilize the outdoor pool facility for a longer period of time. We were able to maintain a constant temperature of seventy-eight degrees from May through September.

CAMP SUN N' FUN

The Camp Sun 'N Fun program, directed by Donna Torreson, is an eight week day camp program based at Bellamy Park. Campers in this program participated in fishing, swimming, arts and crafts, archery, hiking, and other outdoor related activities. Campers went on a weekly field trip to the various state parks. Twelve scholarships to this program were generously donated by the Dover Rotary Club. These scholarships provided opportunities for boys and girls from deserving families to experience a fun filled week at the camp.

SPECIAL EVENTS

A number of special events were sponsored by the Parks and Recreation Department during the past year. In sponsoring these events, we were extremely dependent upon the help of many volunteers.

The Fourth of July celebration was held in honor of our local service men and women serving in the Persian Gulf war and for veterans serving in other previous wars. The day was filled with a variety of sports activities, entertainment, and a parade. Evening events included a spectacular fireworks display. The Greater Dover Chamber of Commerce and the veteran's groups were very helpful in making this event a success.

In October, the Parks and Recreation Department assisted the Chamber of Commerce with the Apple Harvest Festival. Some of the entertainment and vendors were located in Henry Law Park. Entertainment held in the park included children's activities, hayrides and race cars. In conjunction with the Apple Harvest Festival, our department held an open house for the general public.

In December, the Dover Rotary Club sponsored the Santa Calling Program. Over 400 requests were received, and Santa and Mrs. Claus were very busy returning calls before the Christmas holiday. We greatly appreciate the continued support for this event shown by the members of the Rotary Club.

In April, foul weather forced us to hold the Easter Egg Hunt inside the Butterfield Gym. Over 400 preschoolers gathered to collect the bright colored eggs scattered throughout the gym. Mr. & Mrs. Bunny were on hand to greet the children and to have their pictures taken with them. In addition to the bright colored eggs,

each child received balloons, pizza and figurines donated by Domino's Pizza. For their continued support of this event, we wish to thank Domino's Pizza.

It has been and continues to be the aim of the Parks and Recreation Department to provide a healthy and safe environment for the recreational needs of the citizens of Dover. My staff and I are committed to better the quality of life and to provide a service that is affordable to all. I sincerely thank all the volunteers, citizens, members of the Advisory Board and fellow department heads for the support they have given us throughout the year.

Respectfully submitted,

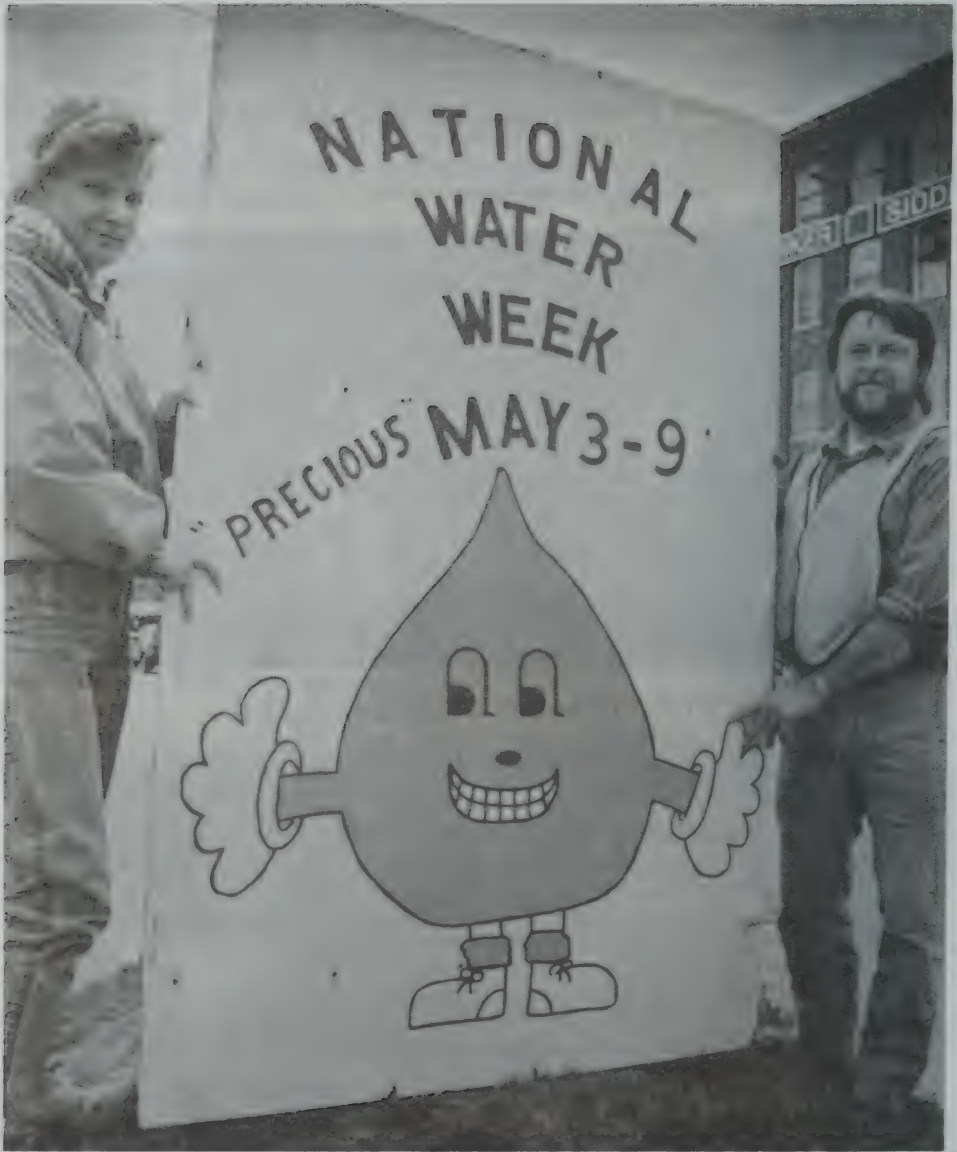
Cova Greig



LUNCH TIME AT CAMP SUN-N-FUN



COME ON IN THE WATER'S GREAT! - A day at Guppey Pool



Sharon Lucey and Ralph Phipps preparing the community for
National Water Week.
Photo courtesy of Foster's Daily Democrat.

Public Works Report

The Public Works Department has made great strides in trimming and streamlining its delivery of service. We have cut our actual operating budget by 16% while still endeavoring to deliver excellent service to contribute to the great quality of life we have in Dover.

Implementation of the "Bag & Tag" program has been a tremendous success with residential waste tonnage dropping from 9,000 ton to less than 4,000 ton - saving \$256,500 just in tipping fees. Because of the lower tonnage, we advertised the collection contract for competitive bids and saved another \$260,000 in pick-up fees. Dover has implemented an ambitious recycling program including curbside recycling, hazardous waste pick-up, leaf composting and a voluntary recycling drop-off center, and we have recycled over 2,000 tons of material.

We have surveyed and computerized the conditions of all the roadways in Dover that we maintain. Currently Dover maintains 112 miles of paved roads with a replacement cost of 18 million. We have ranked all 343 streets in priority taking into account the type of construction, and the density of traffic flow.

The only sad part of this report is that it shows our cost of roads requiring major construction has increased to \$1.2 million. It takes an expenditure of \$370,000 per year to maintain current levels.

The good news is that we will continue to monitor the conditions of the roads and use the cheapest most efficient repairs we can until better times come. When economic conditions improve we will know what areas to attend to first.

All 8 divisions of Public Works have initiated a computerized complaint system to track all work orders and their state of completion. This will allow us to check any complaint by street address and report its status, i.e. completed, further action required, etc. This information, along with a crew time man-hour reporting system, should give us a good handle next year on how well we are serving the citizens of Dover and what areas need improvement.

The new Wastewater Treatment Plant's operation has been switched over to a contract operator. Between labor, material and utility costs, this will save the City \$500,000 a year.

In these tough times all of us at Public Works have been constantly analyzing our inventories and trimming our fixed costs to give Dover the best possible service at the least possible cost.

Although we have one of the largest budgets in the City, originally at 7.9 million (as submitted 1/19/91), all this has resulted in trimming 1.2 million dollars off our costs.

As we continue to analyze our expenses and operations, we will strive to deliver the best services to the citizens of Dover for the least costs.

The next pages will list major work accomplishments of the respective divisions accomplished including their normal maintenance duties and in addition to answering some 1,500 complaints last year.

Respectfully submitted,

James A. Richards, P.E.
Director of Public Works

ENGINEERING DEPARTMENT

Design and Resident Engineering

Walnut Street Reconstruction
Library Parking Lot
Linda and Austin Drain Project
Portland Street Parking Lot
Bellamy Road School Zone Flashing Lights

Designs

Bellamy Road/Durham Road Intersection
Preliminary Design Piscataqua Force Main Replacement

RFP's Prepared

Oak/Central and Silver/Central Traffic Lights
Bouchard Well Drilling
Washington Street Bridge
Silver Street Bridge
Public Works Complex

Inspections

County Farm Sewer
Condition of Grove Street Drain

Resident Engineering

Varney Brook Fore Main Replacement
Mast Road Reconstruction
Enterprise Park

Technical Advise

Enterprise Park

Analyzed

North End Water Pressures
Fourth Street Sewer Flows
Trench Box Structural Capacities

Updated

Pavement Management Program
Water Distribution Program

HIGHWAY DEPARTMENT

Highway

Hurricane Bob was a big factor in the work load of the Fall of 1991. Outside contractors had to be called in to assist Public Works crews with the clean-up of the City. All trees, brush, and debris were hauled to River Street and later a huge chipper was hired to grind all debris.

Fall leaf pick-up also consumed much of the work force.

Winter snow storms were few, but salt and sand storm operations exceeded the norm.

Because of the type of winter, the street sweeper was used to a greater extent during that time.

Sidewalk construction on Church St., Locust St., Ash St., Horne St., Roosevelt and Central Avenue - over 6,000 l.f. completed.

7,000 feet of roadway was reconstructed and paved on outer Sixth Street and County Farm Road.

Road paving included Elmview Circle, Atlantic Ave., and Henry Law Ave.

Library and Portland St., parking lots completed.

Grounds

Planted 52 Trees Around The City
Maintained 22 Annual Flower Beds
Built 5 Perennial Beds
Maintained Turf Areas
Spent 6 Weeks Cleaning Up After Hurricane Bob
Maintained Traffic Signs And Traffic Lights
Put Up And Took Down Christmas Lights And Tree

Drains

Due to Hurricane Bob the storm drainage system suffered major damage. Areas with most damage were Cocheco St. near the Public Service Building, Linda Drive, Blackwater Road, and a large cave-in on Sixth Street.

78 Drain manholes and catch basin frames were repaired and adjusted to grade.

The jet truck cleaned approximately 600 catch basins.

At 85 Broadway the large box culvert was repaired.

Extensive roadside underdrain was installed on outer Sixth Street.

113' of 24" drain was replaced across an Easement at 73 Grove Street.

6 new storm drain catch basins and manholes were installed.

CEMETERY DEPARTMENT

63 Regular Interments

33 Cremation Burials

2 Entombments

55 Foundations

51 Graves Sold

Focus of Dover Heritage Walk June 1992 - Termed Very Successful

Ongoing Computerization Of Burial Information

Implementation Of Tree Care Program

Cleanup From Effects Of Hurricane Bob - August 1991

All Maintenance Work Done With Reduced Staff

WATER DEPARTMENT

Water

1,373,955,949 gallons of water were pumped this year. Watson Road Water Main Construction began and continued on schedule.

Approximately 36 Water Main leaks were repaired and many house service lines were repaired and replaced.

Hydrant flushing in the Fall and Spring kept sediment free from pipes and insured their proper operation.

Poly Pigging of the Water Main on Lisa Beth was tried and proved successful for removing old sedimentary deposits.

Wells and Treatment Plants were cleaned and maintained in good order.

All EPA and Safe Drinking Water Act - monitoring and sampling was completed.

Site preparation was completed for Bouchard Well.

Water Meter

263 Backflow Tests Completed

47 Meter Installations And Turn On's

157 Meter Tests
227 Meter Changes
155 Meter Repairs
102 Turn On's
99 Turn Off's
182 Final Readings
8 Lead Solder Tests
188 Misc. Complaints (leaks, high bills, remote installation, Curb Box Repairs, Locating services, sewer tie-in readings, etc.)

SEWER COLLECTION SYSTEMS REPORT

The Sewer Department acquired a crews combination catch basin sewer cleaning unit in January of 92, and we began to clean catch basins as a preventative maintenance work.

178 Complaints
 (114 were at the New Treatment Plant)
 (64 issued for Collection System)
49 Manhole structures were raised for paving or adjusted for entry
99 Work Orders were issued for TV inspection
 (estimated 300' per Work Order equals 29,700' of pipe TV'd)
4 Properties removed from drains and put into sanitary sewer

The Sewer Department currently maintains 15 lift stations with preventative maintenance done on the pumps every 6 months, as well cleaning once a year. With River Street handling all grit and rag removal and hauled to Turnkey for disposal.

12 c.u. yards of grit per month
12 c.u. yards of rags per month
144 c.u. yards per year each

River Street Pump Station also pumped 50,400 gallons of hypochloride for odor control at the new Wastewater Treatment Plant.





Public Works Crews picking up Christmas trees as a part of the
City of Dover's Recycling program.
Photo Courtesy of Foster's Daily Democrat



Dover City Councilors and School Board Members
on tour at the various educational facilities.
Photo Courtesy of Foster's Daily Democrat



Dover High School

Superintendent of Schools Annual Report 1991-1992

The following report to the citizens of Dover highlights some of the school department's activities for 1991-1992. Those who have questions or who wish to learn more about the schools should not hesitate to call me at 742-6400.

Dover's Response to National Goals

In October, 1990, President Bush and our nation's governors established six ambitious goals for educational improvement in America. They then called upon local communities to adopt the following six goals as their own and to work toward achieving them:

1. All children in America will start school ready to learn.
2. The high school graduation rate will increase to at least ninety percent.
3. American students will leave grades four, eight, and twelve having demonstrated competency in challenging subject matter including English, mathematics, science, history, and geography; and every school in America will ensure that all students learn to use their minds well, so they may be prepared for responsible citizenship, further learning, and productive employment in our modern economy.
4. U.S. students will be first in the world in science and mathematics achievement.
5. Every adult American will be literate and will possess the knowledge and skills necessary to compete in a global economy and exercise the rights and responsibilities of citizenship.
6. Every school in America will be free of drugs and violence and will offer a disciplined environment conducive to learning.

In October, 1991, the Dover School Board adopted the national goals as their own and urged Dover teachers and administrators to work toward making them a reality by the year 2000. In response the school department outlined a plan detailing where we stand in relation to the goals and what we need to do to achieve them.

Among several items outlined in the plan with regard to the first goal were the establishing this year of a federally funded kindergarten for eligible children at Woodman Park School and the developing of a pre-school program for three to five year old disabled children at Horne Street School. One major task still to be accomplished is the creation of a public kindergarten for all Dover children. Research has consistently shown that kindergarten is a sound and effective educational program, and currently 89 out of 154 New Hampshire districts with elementary schools offer kindergarten to their five year olds. Unfortunately, Dover is not one of them. We must continue to work toward making kindergarten a reality for all children in Dover if we are to maintain our reputation for providing a quality education.

Substantial progress was made this year by Dover High School in attacking the

second goal. A learning center was established at the school to assist students academically, and an off-site alternative program was begun for students who do not succeed in regular classes. One remaining task is the development of alternative high school diplomas which reflect what students have actually accomplished.

The third goal was addressed on several fronts, notably through the development of student outcomes and also through an emphasis on thinking, problem solving, and communication skills. Remaining to be accomplished is the addition of instructional time for students.

To increase student achievement in science and mathematics Dover teachers have been emphasizing hands-on science, especially at the elementary level. In addition they have been working on adopting national standards in mathematics. Much, however, remains to be done before we can claim first place in these two areas. Among future plans for improvement are the development of better assessment methods and the creation of more opportunities for gifted and talented students. We also need to work harder to eradicate sex bias in mathematics and the sciences in order to encourage young women to pursue careers in those areas.

Fortunately, Dover has a strong adult education program which helps us address the fifth goal. Especially relevant to this goal are those courses in basic skills offered by our adult learning center. Meanwhile, in response to local needs, the Dover High School has expanded its regional vocational skills center, including its programs for adult workers. Future plans call for an expansion of curricular offerings and an upgrading of technology training at the high school.

The final goal of a safe and drug-free school environment was partially addressed this year through establishing of drug-free school zones, in conjunction with our police department, and through the review of policies on weapons. Still to be accomplished is the exploration of the needs of violence-prone students.

I have highlighted just some of our accomplishments over the past year to convey a sense of the direction in which we are headed with the national goals. Anyone wishing to obtain a copy of the complete outline of Dover's response to our national goals may contact my office.

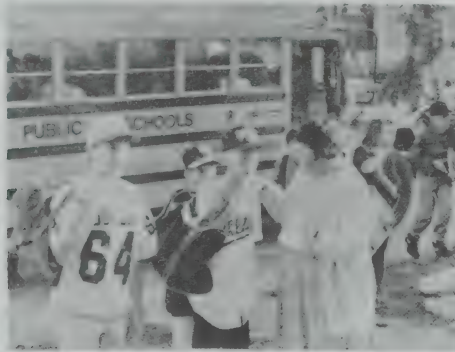
Program Evaluation Review Committee

In February the School Board responded to a need for a more unified and cohesive approach to curriculum and instructional improvement by forming a district Program Evaluation Review Committee (PERC). The committee includes teachers, administrators, and community members who will coordinate the review, evaluation, introduction, and renewal of our instructional programs. Among the tasks assigned to PERC by the School Board is the providing of assistance in cost analysis of programs relative to numbers of students affected and the effectiveness of the programs.

Enrollment

For the seventh year in a row Dover's enrollment in grades one through six increased. Our elementary enrollment, including grade six, climbed to 1596, up

from 1553 the previous year. While the economy probably had a dampening effect of the rate of increase projected for Dover, nevertheless our elementary numbers continued to put a strain on our facilities, forcing us to move our sixth graders to the junior high school as a temporary measure (see below). In grades seven and eight enrollments increased from 399 in 1990-91 to 422 this year, and in the high school the enrollment fell from 1255 to 1247.



Sixth Grade Move

Because of the expected growth of our elementary enrollment the district planned for a temporary three-year move of the sixth grade classes from the elementary schools to the junior high school. The intent was to give us time to build an elementary school as laid out in the city's master plan. The move came after several months of preparation by the administration and staff of the junior high school and occurred with a minimum of disruption. Nevertheless, the addition of 241 students has had a significant effect on the operation of the school. Since it is apparent that we will not have a new school soon, a new solution will have to be found for the sixth graders after 1993-94.

Compensation

Since salaries and benefits comprise the major expenditure of the district, the School Board has to work to keep these costs down and at the same time remain competitive with surrounding school districts. To offset the spiraling cost of health insurance the Board and teachers negotiated an agreement, with the help of a mediator, in which the teachers will pay ten percent of their health insurance premiums in return for an \$800 salary increase. Salaries for all other personnel remain at current levels.

Budget

The district began the year by turning over to the city nearly \$200,000 in unanticipated revenue and over \$70,000 in unexpended funds from the 1990-91 budget. The net effect of the return, added to the decrease in the school portion of the tax rate, was a decrease of \$.56 in the tax rate of Dover taxpayers in December, 1992. In subsequent budget deliberations the City Council recognized the burden of a zero budget increase on the schools and offered to return any unanticipated revenue and unexpended funds for use in 1992-93.

Capital Improvements

Reflecting a lean economy, there was less money available for capital projects

this year than in previous years. Nevertheless, the school department completed renovations on the electrical transformer at the high school at a cost of \$36,284, we installed new roofing at Garrison School for \$71,485, and we replaced the boiler at Garrison School for \$34,489.

Noteworthy Accomplishments

Barbara Soris, Woodman Park School first grade teacher, was one of four state finalists for New Hampshire Teacher of the Year.

Dover High School seniors Derek Cummings, David Futterer, and Stewart Johnson were named finalists in the National Merit Scholarship program.

The Dover High Granite State Challenge team, composed of Corin Meehan, Sean Gray, Stewart Johnson, Maya Perry, Derek Cummings, and Anthony Cordeiro and coached by Bryon Cummiskey were runners-up in the statewide academic contest.

Garrison principal John O'Connor was named New Hampshire Parent-Teacher Association member of the year.

Woodman Park School fourth grader George Kostis' poster was one of fourteen selected by the Governor's Office of Energy and Community Affairs for inclusion in a statewide recycling calendar.

Dover Junior High School's Mathcounts team placed third in state competition at Plymouth State College. Team members were Stephanie Frank, Chris Dubois, Aaron Alpert, Kelly Russell, Adam Pennington, and Mark Stoykovich. Mark was also selected to participate in the national competition in Washington, D.C.

Lindsay Hart from Garrison School received the Robert Frost Poetry Award presented by the Poetry Society of New Hampshire, and Emily Rhodes, also from Garrison School, was selected grade level winner in a writing contest sponsored by Foster's Daily Democrat.

And who can forget the accomplishments of Dover High graduates Jenny Thompson and Cathy Schiro O'Brien at the 1992 Summer Olympics. They gave us one more reason to be proud of our city and our schools.

Retirements

The school system will miss nine teachers and administrators who retired at the end of the school year after 270 combined years of service to the children of Dover. These people touched the lives of thousands of students, affecting our community in countless ways over the decades. Their places may be taken by others, but their accomplishments will not be forgotten. The retirees were Richard Day (26 years) and Barbara Mello (31 years) from the Dover High School; Pasco Delponte (23 years), Eloise Marley (37 years), and Harriet Marshall (26 years) from Woodman Park School; Doris Grady (34 years) from Dover Junior High School; Patricia Cotter (31 years) and Clarence Kean (22 years) from Garrison School; and the "Dean" of Dover's principals, James McShane, retired after 40 years of service, including 31 years as principal of Horne Street School. We wish them a very happy, well-deserved retirement.

Finally, I would be remiss if I did not mention the dedication of Dover's teachers, support staff, and administrators and the unselfish efforts of the School Board. They are crucial to the success of our schools and are often unrecognized for their contributions. I am grateful for their support.

Gerald A. Daley

Superintendent of Schools





Music Director Sue Hodgson and the Garrison School Chorus during the All City Chorus Concert.

MELANSON, GREENWOOD
& COMPANY, P.A.

CERTIFIED PUBLIC ACCOUNTANTS

INDEPENDENT AUDITORS' REPORT

To the Honorable Mayor and City Council
City of Dover, New Hampshire

We have audited the accompanying general purpose financial statements of the City of Dover, New Hampshire, as of June 30, 1992, and for the year then ended. These general purpose financial statements are the responsibility of the City's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards and Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall general purpose financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

The financial statements referred to above do not include the General Fixed Asset Group of Accounts, as required by generally accepted accounting principles.

Operating activity of the City's Governmental Funds reflect certain sewer fund transactions for debt payments and sewer capital projects. Generally accepted accounting principles require this activity be reported in the enterprise fund and not in governmental funds. The City's treatment of this activity is consistent with prior years and is the last year such activity will be presented in this manner.

In our opinion, except for the effects of the items described in the third and fourth paragraphs, the general purpose financial statements referred to in the first paragraph present fairly, in all material respects, the financial position of the City of Dover, New Hampshire, as of June 30, 1992, and the results of its operations and cash flows of its proprietary and similar trust fund types for the year then ended in conformity with generally accepted accounting principles.

Melanson, Greenwood + Company

Nashua, New Hampshire
August 26, 1992

CITY OF DOVER, NEW HAMPSHIRE

Combined Balance Sheet -
All Fund Types and Account Group

June 30, 1992

	Governmental Fund Types			Proprietary		Fiduciary Fund Types Trust and Agency	Account Group General Long Term Debt	Totals (Memorandum Only)
	General	Special Revenue	Debt Service	Capital Project	Fund Enterprise	Internal Service		
ASSETS								
Cash	\$ 1,409,780	\$ -	\$ 78,983	\$ -	\$ 400	\$ -	\$ -	\$ 1,556,424
Investments	2,635,766	-	-	421,492	-	-	-	4,281,104
Taxes receivable	6,331,142	-	-	-	-	-	-	6,331,142
Accounts receivable	784,886	46,834	-	-	268,633	-	-	1,113,753
Unbilled revenue	-	-	-	-	895,406	-	-	895,406
Notes receivable	-	-	-	-	80,347	-	-	408,665
Due from federal and state government	-	328,318	-	-	-	-	-	-
Due from other funds	-	48,835	-	166,828	16,739,226	-	-	16,954,889
Advance to other funds	-	152,604	328	1,687,596	1,897,901	235,703	-	4,002,790
Inventories	162,500	-	-	-	-	-	-	162,500
Investment in land	-	21,317	-	-	221,985	35,869	-	279,171
Prepaid expenses	-	-	-	-	1,057,932	-	-	1,057,932
Other assets	25,618	-	-	-	63,400	-	-	63,400
Property, plant and equipment	-	-	-	-	-	19,725	-	45,343
Amounts to be provided for retirement of general long-term debt	-	-	-	-	57,615,543	-	-	57,615,543
Amounts available in debt service fund	-	-	-	-	-	-	13,196,539	13,196,539
Amounts to be provided for hazardous waste site clean-up	-	-	-	-	-	-	328	328
Total Assets	\$ 11,349,692	\$ 597,908	\$ 79,311	\$ 2,275,916	\$ 78,840,773	\$ 291,297	\$ 21,363,534	\$ 116,131,596

See accompanying notes to financial statements.

(Continued)

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LIABILITIES AND FUND EQUITY

	<u>Governmental Fund Types</u>			<u>Proprietary Fund Types</u>		<u>Fiduciary Fund Types</u>	<u>Account Group General Long Term Debt</u>	<u>Totals (Memorandum Only)</u>
	<u>General</u>	<u>Special Revenue</u>	<u>Debt Service</u>	<u>Enterprise</u>	<u>Internal Service</u>			
<u>Liabilities:</u>								
Accounts payable	\$ 726,766	\$ 69,609	\$ -	\$ 437,488	\$ 10,548	\$ 108,250	\$ -	\$ 2,043,942
Accrued liabilities	1,485,451	10,772	-	259,161	-	-	1,666,860	3,422,244
Unredeemed principal and interest	-	-	78,983	-	-	-	-	78,983
Deferred revenue	4,491,789	359,730	-	-	-	-	-	4,851,519
Due to other funds	3,636,727	-	-	63,045	-	-	-	4,002,790
Advance from other funds	-	-	-	162,500	-	-	-	162,500
Bonds payable	-	-	-	26,190,493	-	-	-	37,720,500
Notes payable	2,400,000	-	-	1,660,000	-	-	-	4,060,000
Liability for hazardous waste-site cleanup	-	-	-	-	-	-	8,166,667	8,166,667
Other liabilities	-	-	-	759	-	-	-	759
Total liabilities	12,740,733	440,111	78,983	28,773,446	10,548	108,250	21,363,534	64,509,904
<u>Fund Equity:</u>								
Contributed capital	-	-	-	41,539,896	-	-	-	41,539,896
Retained Earnings:								
Reserved for claims	-	-	-	-	300,000	-	-	300,000
Unreserved	-	-	-	8,527,431	(19,251)	-	-	8,508,180
Fund Balances:								
Reserved For:								
Encumbrances	143,786	271,682	-	-	-	-	-	1,176,323
Advances	162,500	-	-	-	-	-	-	162,500
Endowments	-	-	-	-	-	771,865	-	771,865
Other purposes	-	21,317	328	-	-	-	-	21,645
Expenditures	54,180	-	-	-	-	-	-	54,180
Unreserved	(1,751,507)	(135,202)	-	-	-	453,050	-	(912,897)
Total Fund Equity	(1,391,041)	157,797	328	50,067,327	280,749	1,224,915	-	51,621,692
Total Liabilities and Fund Equity	\$ 11,349,692	\$ 597,908	\$ 79,311	\$ 78,840,773	\$ 291,297	\$ 1,333,165	\$ 21,363,534	\$ 116,131,596

See accompanying notes to financial statements.

CITY OF DOVER, NEW HAMPSHIRE

Combined Statement of Revenues, Expenditures and
Changes in Fund Balance -
All Governmental Fund Types and Expendable Trust Funds

For the Year Ended June 30, 1992

	Governmental			Fund Types		Fiduciary Fund Types		Totals (Memorandum Only)
	General	Special Revenue	Capital Projects	Debt Service	Expendable Trust			
Revenues:								
Taxes	\$ 24,492,082	\$ -	\$ -	\$ -	\$ -			\$ 24,492,082
Licenses and permits	1,555,602	-	-	-	-			1,555,602
Fines, forfeits and penalties	874,339	135,830	-	-	-			1,010,169
Use of money and property	487,515	-	-	-	-			487,515
Intergovernmental	1,183,969	1,787,700	591,982	7,074,250	-			10,637,901
Current services	873,290	526,302	-	-	-			1,399,592
Education (including state and federal grants)	3,475,655	-	-	-	-			3,475,655
Other revenue	148,110	10,957	17,090	-	60,774			236,931
Total Revenues	33,090,562	2,460,789	591,982	7,091,340	60,774			43,295,447
Expenditures:								
Current Operations:								
General government	2,677,211	1,326,932	-	-	-			4,004,143
Public safety	4,300,985	-	-	-	-			4,300,985
Public works	2,775,347	-	-	-	-			2,775,347
Culture and recreation	1,090,769	-	-	-	-			1,090,769
Community services	360,695	-	-	-	-			360,695
Education	16,029,842	900,367	-	-	-			16,930,209
Human services	345,594	-	-	-	-			345,594
Intergovernmental	2,305,071	-	-	-	-			2,305,071
Abatements	139,140	-	-	-	-			139,140
Other	46,449	-	-	-	-			46,449
Capital outlay	-	200,190	-	4,027,584	23,900			4,251,674
Debt Service:								
Principal	-	-	1,663,854	23,140,000	-			24,803,854
Interest	436,458	-	1,515,360	1,983,197	-			3,935,015
Total Expenditures	30,507,561	2,427,489	3,179,214	29,150,781	23,900			65,288,945
Excess (deficiency) of revenues over expenditures (carried forward)	2,583,001	33,300	(2,587,232)	(22,059,441)	36,874			(21,993,498)

See accompanying notes to financial statements.

(Continued)

(continued)

	Governmental			Fund Types		Fiduciary Fund Types		Totals (Memorandum Only)
	General	Special Revenue	Debt Service	Capital Projects	Expendable Trust			
Excess (deficiency) of revenues over expenditures (brought forward)	2,583,001	33,300	(2,587,232)	(22,059,441)	36,874			(21,993,498)
Other Financing Sources (Uses):								
Operating transfers-in	31,800	12,550	2,577,901	424,700	218,676			3,265,627
Operating transfers-out	(2,124,497)	(6,900)	-	(334,700)	(31,800)			(2,497,897)
Proceeds from sale of bonds	-	-	-	20,352,500	-			20,352,500
Total Other Financing Sources (Uses)	(2,092,697)	5,650	2,577,901	20,442,500	186,876			21,120,230
Excess (deficiency) of revenues and other sources over expenditures and other uses	490,304	38,950	(9,331)	(1,616,941)	223,750			(873,268)
Fund equity, July 1, 1991, as restated	(1,881,345)	118,847	9,659	3,723,861	229,300			2,200,322
Residual Equity Transfer	-	-	-	(825,303)	-			(825,303)
Fund equity, June 30, 1992	<u>\$ (1,391,041)</u>	<u>\$ 157,797</u>	<u>\$ 328</u>	<u>\$ 1,281,617</u>	<u>\$ 453,050</u>			<u>\$ 501,751</u>
	<u>==143274522</u>	<u>==157797</u>	<u>=====328</u>	<u>==148914511</u>	<u>==453050</u>			<u>==2014721</u>

See accompanying notes to financial statements.

CITY OF DOVER, NEW HAMPSHIRE

Statement of Revenues, Expenditures and Encumbrances--
Budget and Actual--General Fund--Budget Basis

For the Year Ended June 30, 1992

	Amended Budget	Actual	Encumbrances June 30, 1992	Variance Favorable (Unfavorable)
Revenues:				
Taxes	\$ 24,402,445	\$ 24,431,447	\$ -	\$ 29,002
Licenses and permits	1,564,559	1,564,602	-	(8,957)
Fines and forfeits	580,946	874,339	-	293,393
Use of money and property	516,148	487,515	-	(28,633)
Intergovernmental	1,180,329	1,215,769	-	35,440
Current service charges	1,113,064	873,290	-	(239,774)
Education including state and federal grants	3,360,235	3,475,655	-	115,420
Other revenue	66,460	148,110	-	81,650
Total Revenues	32,784,186	33,061,727	-	277,541
Expenditures and Encumbrances:				
General Government:				
City council	35,800	35,816	-	(16)
Executive department	126,013	126,112	-	(99)
Finance department	263,042	259,485	125	3,432
Tax collection	108,959	106,346	-	2,613
Assessing division	81,317	79,711	-	1,606
City clerk	100,459	98,888	-	1,571
Elections	25,356	16,008	-	9,348
Legal department	186,870	189,929	765	(3,824)
Insurance and retirement	1,825,185	1,764,621	350	60,214
Public building maintenance	162,471	160,091	803	1,577
Total General Government	2,915,472	2,837,007	2,043	76,422
Public Safety:				
Police administration	2,333,343	2,326,129	4,087	3,127
Outside services	42,000	50,436	-	(8,436)
Fire administration	1,856,960	1,824,545	20,762	11,653
Civil defense	18,588	18,357	20	211
Total Public Safety	4,250,891	4,219,467	24,869	6,555
Public Works:				
Administration and operations	2,721,197	2,290,011	53,322	377,864
Engineering	113,863	114,768	281	(1,186)
Garage	104,623	103,713	-	910
Snow removal	72,000	71,194	-	806
Cemetery	149,332	128,817	30	20,485
Total Public Works	3,161,015	2,708,503	53,633	398,879

See accompanying notes to general purpose financial statements.

(Continued)

(Continued)

	Amended Budget	Actual	Encumbrances June 30, 1992	Variance Favorable (Unfavorable)
Culture and Recreation:				
Parks and Recreation:				
Parks maintenance	197,438	185,108	5,712	6,618
Butterfield Gym	138,822	122,886	5,529	10,407
Indoor pool	122,703	116,365	1,071	5,267
Guppy pool	178,933	162,868	507	15,558
Summer camp	57,726	58,581	1,635	(2,490)
Library	19,679	19,288	55	336
Total Culture and Recreation	<u>420,076</u>	<u>416,405</u>	<u>314</u>	<u>3,357</u>
	1,135,377	1,081,501	14,823	39,053
Community Services:				
Planning department	99,205	97,470	40	1,695
Building inspection	130,078	130,779	6	(707)
Zoning department	2,250	1,185	-	1,065
Conservation	700	70	-	630
Economic development	<u>121,243</u>	<u>120,804</u>	<u>-</u>	<u>439</u>
Total Community Services	353,476	350,308	46	3,122
Human Services:				
Health department	15,558	15,513	-	45
Welfare department	326,356	300,139	3,377	22,840
Youth resources	<u>25,439</u>	<u>25,159</u>	<u>3,377</u>	<u>280</u>
Total Human Services	367,353	340,811	-	23,165
Education	16,033,902	15,868,588	37,490	127,824
Debt service	2,261,067	2,247,518	-	13,549
Intergovernmental	2,305,071	2,305,071	-	-
Transfer & other	<u>500,562</u>	<u>236,740</u>	<u>5,850</u>	<u>257,972</u>
Total expenditures and encumbrances	<u>33,284,186</u>	<u>32,195,514</u>	<u>142,131</u>	<u>946,541</u>
Excess (deficiency) of revenues over expenditures	(500,000)	866,213	(142,131)	1,224,082
Other financing sources--budgeted utilization of fund balance		<u>500,000</u>	-	-
Excess (deficiency) of revenues and other sources over expenditures and other uses	\$ *****	\$ <u>1,366,213</u>	<u>\$(142,131)</u>	<u>\$ 1,224,082</u>

See accompanying notes to general purpose financial statements.

CITY OF DOVER NEW HAMPSHIRE

Statement of Revenues, Expenditures and Encumbrances--
Budget and Actual--Certain Special Revenue Funds--Budget Basis

For the Year Ended June 30, 1992

	<u>Budget</u>	<u>Actual</u>	<u>Encumbrances June 30, 1992</u>	<u>Variance Favorable (Unfavorable)</u>
<u>Cafeteria Fund:</u>				
Revenues:				
Intergovernmental	\$ 206,000	\$ 217,169	\$ -	\$ 11,169
Sales and service charges	419,772	364,924	-	(54,848)
Total Revenues	<u>625,772</u>	<u>582,093</u>	-	(43,679)
Expenditures and Encumbrances:				
Personal services	302,967	284,784	-	18,183
Supplies and materials	286,700	271,450	-	15,250
Charges and services	26,105	20,597	-	5,508
Capital outlay	<u>10,000</u>	<u>909</u>	-	<u>9,091</u>
Total Expenditures and Encumbrances	<u>625,772</u>	<u>577,740</u>	-	<u>48,032</u>
Excess of revenues over (under) expenditures	\$ =====	\$ <u>4,353</u>	\$ =====	\$ <u>4,353</u>
 <u>School Categorical Aid Fund:</u>				
Revenues:				
Intergovernmental	\$ 703,264	\$ 875,095	\$ -	\$ 171,831
Expenditures and Encumbrances:				
ECIA I	270,469	349,865	9,129	(88,525)
ECIA II	78,688	132,335	2,056	(55,703)
Vocational	132,307	85,515	-	46,792
Adult basic	100,253	158,878	5,331	(63,956)
Adult vocational	40,062	25,569	2,434	12,059
Handicapped	81,485	121,632	244	(40,391)
Gifted and talented	-	<u>1,772</u>	<u>48</u>	<u>(1,820)</u>
Total Expenditures and Encumbrances	<u>703,264</u>	<u>875,566</u>	<u>19,242</u>	<u>(191,544)</u>
Excess of revenue over expenditures	\$ =====	\$ <u>(4,471)</u>	\$ <u>(19,242)</u>	\$ <u>(19,713)</u>
 <u>Library Fines Fund:</u>				
Revenues:				
Fines and forfeits	\$ 17,500	\$ 22,177	\$ -	\$ 4,677
Expenditures and Encumbrances:				
Supplies and materials	<u>17,500</u>	<u>19,008</u>	-	(1,508)
Excess of revenue over (under) expenditures	\$ =====	\$ <u>3,169</u>	\$ =====	\$ <u>3,169</u>

See accompanying notes to general purpose financial statements.

CITY OF DOVER, NEW HAMPSHIRE

Combined Statement of Revenues, Expenses and
Changes in Retained Earnings/Fund Balance -
All Proprietary Fund Types and Similar Trust Funds

For the Year Ended June 30, 1992

	Proprietary Fund Type		Fiduciary Fund Type	
	Enterprise	Internal Service	Non-Expendable Trust	Totals (Memorandum Only)
Operating Revenues:				
Charge for services	\$ 4,486,020	\$ 252,283	\$ -	\$ 4,738,303
Total Operating Revenues	4,486,020	252,283	-	4,738,303
Operating Expenses:				
Personnel services	1,458,133	210,315	-	1,668,448
Supplies and materials	367,578	210,418	-	577,996
Charges and services	762,774	72,902	-	835,676
Development and capital outlay	12,688	-	-	12,688
Utilities	428,101	-	-	428,101
Depreciation	1,353,812	-	-	1,353,812
Total Operating Expenses	4,383,086	493,635	-	4,876,721
Operating income (loss)	102,934	(241,352)	-	(138,418)
Nonoperating Revenues (Expenses):				
Interest revenue	30,654	-	60,146	90,800
Interest expense	(280,915)	-	-	(280,915)
Additions to trust principal	-	-	9,258	9,258
Capital gain	-	-	8,997	8,997
Total Nonoperating Revenues (Expenses)	(250,261)	-	78,401	(171,860)
Income (loss) before operating transfers	(147,327)	(241,352)	78,401	(138,418)
Other Financing Sources (Uses):				
Operating Transfers In	-	249,900	-	249,900
Operating Transfers Out	(500,071)	-	(60,146)	(560,217)
Total Other Financing Sources (Uses)	(500,071)	249,900	(60,146)	(310,317)
Net income (loss)	(647,398)	8,548	18,255	(620,595)
Add depreciation on contributed assets	954,772	-	-	954,772
Increase (decrease) in retained earnings and fund balances	307,374	8,548	18,255	334,177
Retained earnings/fund balance July 1, 1991, as restated	8,220,057	272,201	753,610	9,245,868
Retained earnings/fund balances June 30, 1992	\$ 8,527,431	\$ 280,749	\$ 771,865	\$ 9,580,045

See accompanying notes to financial statements.

CITY OF DOVER, NEW HAMPSHIRE
Combined Statement of Cash Flows
Proprietary Fund Types and Similar Trust Funds
For the Year Ended June 30, 1992

	Fiduciary		Fund Type		Fund Type
	Enterprise		Internal Service	Trust	Nonexpendable
	\$	\$	\$	\$	\$
Cash Flows From Operating Activities:					
Operating income (loss)	13,521,108	-	-	-	-
Adjustments to reconcile operating income to net cash provided by operating activities:					
Prior period adjustment	1,353,812	-	-	-	-
Depreciation expense	(134,604)	-	-	-	-
(Increase) decrease in Current Assets:					
Accounts receivable	(251,282)	-	-	-	-
Unbilled revenue	4,123	-	-	-	-
Notes receivable	(477,659)	14,834	-	-	-
Due from other funds	14,831	(937)	-	-	-
Inventory	(16,739,226)	-	-	-	-
Due from other governments	62,320	775	-	-	-
Prepaid expenses	347,063	(23,220)	-	-	-
Increase (Decrease) in Current Liabilities:					
Accounts payable	(40,612)	-	-	-	-
Accrued liabilities	759	-	-	-	-
Other liabilities	(2,361,073)	(249,900)	-	-	-
Net Cash Provided from Operating Activities	(2,361,073)	(249,900)	-	-	-
Cash Flows From Investing Activities:					
Used for investments	(618,616)	-	-	-	(97,253)
Loaned to other funds	63,045	-	-	-	-
Interest revenue	30,654	-	-	-	60,146
Net Cash Used By Investing Activities	(524,917)	-	-	-	(37,107)
Cash Flows For Capital and Related Financing Activities:					
Payment bonds	(24,090,411)	-	-	-	-
Interest expense	(280,915)	-	-	-	-
Proceeds of bonds	47,803,770	-	-	-	-
Purchase of fixed assets	(50,039,942)	-	-	-	-
Net Cash Provided By Capital and Related Financing Activities	(26,607,498)	-	-	-	-
Cash Flows From Non Capital Financing Activities:					
Capital contributions	29,993,559	-	-	-	9,258
Contributions	-	249,900	-	-	-
Operating transfer in	(500,071)	-	-	-	(60,146)
Operating transfer out	20,493,488	249,900	-	-	(50,888)
Net Cash From Non Capital Financing Activities	20,493,488	249,900	-	-	(87,995)
Net increase (decrease) in cash	-	-	-	-	(87,995)
Cash, July 1, 1991	400	-	-	-	87,995
Cash, June 30, 1992	400	400	-	-	\$ =====

See accompanying notes to the financial statements.

9. General Long-Term Debt Account Group

The following is a summary of changes in long-term debt for the year ended June 30, 1992. July 1, 1991 balances have been restated as detailed below:

	<u>July 1, 1991</u>	<u>Additions</u>	<u>Retirements</u>	<u>June 30, 1992</u>
General long-term debt				
account group:				
Accrued sick and				
vacation leave	\$ 1,558,454	\$ 108,406	\$ -	\$ 1,666,860
General obligation bond	10,449,376	2,787,500	1,706,869	11,530,007
Liability for hazardous				
waste site cleanup	<u>3,750,000</u>	<u>4,416,667</u>	<u>-</u>	<u>8,166,667</u>
	15,757,830	7,312,573	1,706,869	21,363,534
Enterprise funds:				
Accrued sick and				
vacation leave	172,815	15,395	14,886	173,324
Bonds anticipation	23,800,000	1,000,000	23,140,000	1,660,000
Bonds payable	<u>8,855,904</u>	<u>18,285,000</u>	<u>950,411</u>	<u>26,190,493</u>
	<u>32,828,719</u>	<u>19,300,395</u>	<u>24,105,297</u>	<u>28,023,817</u>
Total	\$ <u>48,586,549</u>	\$ <u>26,612,968</u>	\$ <u>25,812,166</u>	\$ <u>49,387,351</u>

Prior to June 30, 1992 certain Sewer Fund related bonds having a principal balance of \$4,718,770 at June 30, 1991 and bond anticipation notes totalling \$23,800,000 were accounted for in the General Long-Term Debt Account Group rather than in the Sewer Enterprise Fund. During fiscal year 1992, the City reclassified these bonds to the Sewer Enterprise Fund as required by generally accepted accounting principles. Adjustments have been made to the June 30, 1991 balances above to reflect this reclassification.

A. Bonds Payable

As of June 30, 1992, bonded debt consisted of the following general obligation bonds:

	Due Date	Date of issue	Amount issued	Interest rate	Balance General City	Enterprise Funds	Total
Public Improvements	07/15/92	07/15/82	\$ 2,000,000	10.55	\$ 92,000	\$ 103,000	\$ 195,000
Public Improvements	07/15/98	07/28/83	1,740,000	5.07 - 9.07	432,607	372,393	805,000
Public Improvements	02/15/00	02/15/85	3,300,000	8.09 - 9.00	1,031,091	558,909	1,590,000
Public Improvements	11/15/00	11/15/85	2,159,000	8.06 - 8.05	792,400	462,600	1,255,000
Public Improvements	07/15/02	06/16/87	1,788,000	5.04 - 8.01	1,089,000	185,000	1,265,000
Public Improvements	07/15/03	07/08/88	3,462,000	7.19	1,765,000	980,000	2,745,000
Public Improvements	07/01/04	1989	2,816,220	6.75	1,181,409	1,233,591	2,415,000
Sewer Improvements	03/01/96	03/01/78	2,260,000	4.08	-	400,000	400,000
Sewer Improvements	07/01/99	01/01/79	626,000	5.77	-	210,000	210,000
Sewer Improvements	07/15/03	07/08/88	1,295,000	6.98	-	975,000	975,000
School Improvements	07/01/95	08/07/80	2,000,000	7.32	-	-	520,000
School Improvements	12/23/92	12/23/87	42,722	-	520,000	-	8,500
School Improvements	06/30/93	06/30/88	49,740	-	9,500	-	9,500
Hospital Improvements	01/01/99	12/01/75	2,700,000	7.02	725,000	-	725,000
Public Improvements	01/15/00	1990	4,414,280	6.93	1,655,000	2,425,000	4,080,000
Public Improvements	08/15/06	07/15/91	2,552,500	6.05 - 6.09	2,237,500	485,000	2,722,500
Public Improvements	07/15/11	07/15/91	10,500,000	6.05 - 6.875	-	10,500,000	10,500,000
WWTP	01/15/12	01/15/91	7,300,000	6.05 - 6.75	-	7,300,000	7,300,000
WWP							
			\$ 51,005,462		\$ 11,530,007	\$ 26,190,493	\$ 37,720,500

Bonds Payable (Continued)

The full faith, credit and revenue-raising powers of the City have been pledged against these bonds. The debt service requirements for the above bonds as of June 30, 1992 are as follows:

Long-term debt account group:

<u>Period</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
For the years ending June 30:			
1993	\$ 1,298,368	\$ 798,820	\$ 2,097,208
1994	1,165,888	706,973	1,872,861
1995	1,160,888	628,573	1,789,461
1996	1,128,615	542,243	1,670,858
1997	993,615	463,247	1,456,862
1998 and Thereafter	<u>5,782,613</u>	<u>1,534,506</u>	<u>7,317,119</u>
Total long-term debt account group	11,530,007	4,674,362	16,204,369

Enterprise Funds:

For the years ending June 30:			
1992	1,872,112	1,764,489	\$ 3,636,601
1993	1,749,112	1,607,512	3,356,624
1994	1,714,112	1,491,295	3,205,407
1995	1,696,385	1,375,919	3,072,304
1996	1,566,385	1,261,565	2,827,950
1997 and Thereafter	<u>17,592,387</u>	<u>8,052,848</u>	<u>25,645,235</u>
Total enterprise funds	<u>26,190,493</u>	<u>15,553,628</u>	<u>41,744,121</u>
Total	<u>\$ 37,720,500</u>	<u>\$ 20,227,990</u>	<u>\$ 57,948,490</u>

(B) Overlapping Debt

The City's proportionate share of debt of other governmental units which provide services within the City's boundaries, and which must be borne by the resources of the City, is summarized below (unaudited amounts):

<u>Related Entity</u>	<u>Total Principal</u>	<u>City's Percent</u>	<u>City's Share</u>
Strafford County	\$ 2,320,000	26.21 %	\$ 608,072

This liability is not reported in the accompanying financial statements.

(C) Maximum Debt Limit

The City is subject to state law which limits debt outstanding to a percentage (depending on how funds will be used) of its last full state valuation. Debt incurred for state required sewerage systems is not subject to the limit. The following is a summary, by purpose, of the outstanding debt of the City at June 30, 1992 and related limitations.

<u>Purpose</u>	<u>Maximum debt limit</u>	<u>Applicable bonds outstanding at June 30, 1992</u>
Municipal	\$ 18,433,487	\$ 8,949,142
School	73,733,947	1,984,456
Water	105,334,211	3,580,156
Not subject to limitation	<u>-</u>	<u>23,206,746</u>
Total	\$ <u>197,501,645</u>	\$ <u>37,720,500</u>

(D) Bonds Authorized and Unissued

Long-term debt authorizations voted by the City Council which have not been issued or rescinded as of June 30, 1992 are as follows:

<u>Purpose</u>	<u>Date Authorized</u>	<u>Amount</u>	Applicable Anticipation Notes Outstanding <u>As June 30, 1992</u>
Wastewater Treatment Plant	1988	\$ 6,579,692	\$ 660,000
Sixth Street Industrial Park	1990	2,535,000	1,000,000
Public Improvements	1991	<u>955,000</u>	<u>-</u>
Total		\$ <u>10,069,692</u>	\$ <u>1,660,000</u>

<u>Assets</u>	<u>Water Fund</u>	<u>Sewer Fund</u>	<u>Arena Fund</u>	<u>Industrial Development Fund</u>	<u>Total Enterprise Funds</u>
Cash	\$ -	\$ -	\$ 400	\$ -	\$ 400
Investment in land	-	-	-	1,057,932	1,057,932
Accounts receivable	104,317	162,309	2,007	-	268,633
Unbilled revenue	353,354	542,052	-	-	895,406
Prepaid expenses	1,080	62,320	-	-	63,400
Note receivable	-	-	-	80,347	80,347
Due from other governments	-	16,739,226	-	-	16,739,226
Due from other funds	-	1,222,304	-	675,597	1,897,901
Inventories	187,935	24,126	9,924	-	221,985
Property, plant and equipment	<u>7,889,502</u>	<u>49,232,958</u>	<u>493,083</u>	<u>-</u>	<u>57,615,543</u>
Total Assets	\$ <u>8,536,188</u>	\$ <u>67,985,295</u>	\$ <u>505,414</u>	\$ <u>1,813,876</u>	\$ <u>78,840,773</u>

Liabilities and Fund Equity

Liabilities:

Accounts payable	\$ 61,227	\$ 19,725	\$ 1,792	\$ 354,744	\$ 437,488
Accrued liabilities	184,770	35,561	31,853	6,977	259,161
Due to other funds	55,633	-	7,412	-	63,045
Advance to other funds	-	-	162,500	-	162,500
Other liabilities	-	-	759	-	759
Bonds payable	3,580,154	22,326,784	128,592	154,963	26,190,493
Notes payable	<u>-</u>	<u>660,000</u>	<u>-</u>	<u>1,000,000</u>	<u>1,660,000</u>
Total Liabilities	3,881,784	23,042,070	332,908	1,516,684	28,773,446

Fund Equity:

Contributed capital	1,048,389	40,225,065	266,442	-	41,539,896
Retained earnings	<u>3,606,015</u>	<u>4,718,160</u>	<u>(93,936)</u>	<u>297,192</u>	<u>8,527,431</u>
Total Fund Equity	<u>4,654,404</u>	<u>44,943,225</u>	<u>172,506</u>	<u>297,192</u>	<u>50,067,327</u>
Total Liabilities and Fund Equity	\$ <u>8,536,188</u>	\$ <u>67,985,295</u>	\$ <u>505,414</u>	\$ <u>1,813,876</u>	\$ <u>78,840,773</u>

Additional Segment Information:

Net working capital	\$ (73,068)	\$ 751,876	\$ (43,148)	\$ (627,915)	\$ 7,745
Current capital contributions	24,356	29,969,203	-	-	29,993,559
Current additions to property, plant and equipment	616,069	49,423,583	290	-	50,039,942

	<u>Water Fund</u>	<u>Sewer Fund</u>	<u>Arena Fund</u>	<u>Industrial Development Fund</u>	<u>Total Enterprise Funds</u>
Operating Revenues:					
Charges for services	\$ 1,647,769	\$ 2,432,156	\$ 406,095	\$ -	\$ 4,486,020
Operating Expenses:					
Personal services	485,625	760,023	212,485	-	1,458,133
Supplies and materials	185,016	122,517	60,045	-	367,578
Charges and services	220,342	510,605	29,506	2,321	762,774
Development and capital outlay	30	670	-	11,988	12,688
Utilities	162,967	204,123	61,011	-	428,101
Depreciation	<u>202,954</u>	<u>1,112,404</u>	<u>38,454</u>	<u>-</u>	<u>1,353,812</u>
Total operating expenses	<u>1,256,934</u>	<u>2,710,342</u>	<u>401,501</u>	<u>14,309</u>	<u>4,383,086</u>
Operating income (loss)	390,835	(278,186)	4,594	(14,309)	102,934
Nonoperating Revenues (expenses)					
Interest revenue	7,572	14,725	-	8,357	30,654
Interest expense	(256,358)	-	(10,399)	(14,158)	(280,915)
Total nonoperating revenues (expenses)	(248,786)	14,725	(10,399)	(5,801)	(250,261)
Income (loss) before operating transfers	142,049	(263,461)	(5,805)	(20,110)	(147,327)
Operating transfers-out	(48,843)	(449,228)	(2,000)	-	(500,071)
Net income (loss)	93,206	(712,689)	(7,805)	(20,110)	(647,398)
Add depreciation on contributed assets	<u>26,524</u>	<u>910,262</u>	<u>17,986</u>	<u>-</u>	<u>954,772</u>
Increase (decrease) in retained earnings	119,730	197,573	10,181	(20,110)	307,374
Retained earnings, July 1, 1991, as restated	<u>3,486,285</u>	<u>4,520,587</u>	<u>(104,117)</u>	<u>317,302</u>	<u>8,220,057</u>
Retained earnings, June 30, 1992, as restated	\$ <u>3,606,015</u>	\$ <u>4,718,160</u>	\$ <u>(93,936)</u>	\$ <u>297,192</u>	\$ <u>8,527,431</u>

18. Commitments and Contingencies

Secondary Treatment Facility

The City of Dover constructed and operates a Wastewater Treatment Plant in accordance with an EPA consent decree dated September 25, 1987. Monitoring provisions of the decree remain in effect.

Tolend Landfill Hazardous Waste Site

The City owned and operated a 55 acre landfill site on Tolend Road from 1960 to 1979. On September 10, 1991 the Environmental Protection Agency issued a Record of Decision on the closure of the site, including the City as a Potentially Responsible Party (PRP). The current estimated cost of the closure is \$26.7 million. The City has negotiated its preliminary share at \$8,166,666 of the first \$20 million. The final allocation of the additional costs will be determined by further negotiations with the remaining six PRPs or by court judgement. Thirty one other PRPs have made final settlement on all costs related to the closure with EPA.

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